

The Influence of Spiritual, Intellectual, And Emotional Intelligence on the Performance and Organizational Commitment of Civil Servants in the Police in the Human Resources Bureau of the NTB Police Force



Syafari Kusaidi¹, Siti Nurmayanti², Embun Suryani³

^{1,2,3}Faculty of Economics and Business, University of Mataram, Lombok, Indonesia

ABSTRACT: Human Resources (HR) play a vital role in achieving organizational goals, as HR performance directly influences organizational success. This study examines the influence of spiritual intelligence, emotional intelligence, intellectual intelligence, and organizational commitment on HR performance. Using a quantitative approach, data were collected through a census of 65 respondents from the HR Bureau of PNPP NTB Police. Structural equation modeling via Partial Least Squares (PLS) was employed to analyze the relationships among variables. The results reveal that emotional intelligence significantly enhances HR performance ($p < 0.05$), while spiritual and intellectual intelligence exhibit insignificant effects. Similarly, both spiritual and emotional intelligence significantly improve organizational commitment, whereas intellectual intelligence does not. These findings underscore the pivotal role of emotional intelligence in fostering both performance and commitment. However, the lack of significant influence from spiritual and intellectual intelligence suggests that workplace dynamics, including technical skills and interpersonal relationships, may play a more critical role in determining performance outcomes. This study contributes to HR management by highlighting emotional intelligence as a key determinant of performance and commitment, providing insights for organizations seeking to enhance employee capabilities and engagement. Future research should further explore the contextual factors influencing the effectiveness of spiritual and intellectual intelligence in diverse organizational settings.

KEYWORDS: Human resources, performance, spiritual intelligence, emotional intelligence, intellectual intelligence, Organizational commitment.

I. INTRODUCTION

Human Resources (HR) is a crucial asset for organizations as every individual possesses unique and diverse skills (Marchington et al., 2021). As one of the main elements within an organization, HR plays a strategic role in achieving organizational goals through its functions as both planners and executors of various organizational activities (Samsuni, 2017). HR performance remains a key concern for management due to its direct impact on the attainment of organizational objectives. Afandi (2018) defines performance as the work results achieved by individuals or groups within an organization, in line with their respective responsibilities and authorities, adhering to principles of legality, morality, and ethics. Performance issues in HR have become a primary focus because numerous factors can influence it. By understanding these factors, management can develop effective policies to enhance employee performance (Hidayati et al., 2013). According to Dessler (1992), performance is the comparison between actual work results and predefined standards. Robbins and Judge (2014) further explain that performance involves achieving work outcomes based on specific criteria, such as quality, quantity, timeliness, and work effectiveness. These performance indicators include quantity, quality, timeliness, effectiveness, and independence (Robbins, 2008).

Previous studies highlight various factors influencing performance, including motivation, job satisfaction, ability, experience, and the work environment (Robbins, 2017; Kasmir, 2016). Additionally, spiritual, intellectual, and emotional intelligence have emerged as significant aspects affecting individual performance in organizations. Spiritual intelligence, as described by Zohar and Marshall (2007), relates to an individual's ability to understand the meaning of life, moral values, and relationships with others. This is supported by Hoffman (2002), who states that employees with spiritual intelligence tend to demonstrate better performance. Other studies also confirm the positive impact of spiritual intelligence on performance, as found by Nurhayati

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(2022), Ramadani et al. (2022), and Sambo & Rahayu (2023). Intellectual intelligence, according to Robbins and Judge (2008), refers to the ability to think logically, solve problems, and comprehend information. This intelligence plays a role in enhancing performance through improved task comprehension, communication, and memory retention (Marpaung & Rumondang, 2013). Moreover, emotional intelligence also plays a critical role. Goleman (2015) defines emotional intelligence as the ability to manage emotions, self-motivate, and build strong interpersonal relationships. Research indicates that emotional intelligence significantly impacts individual performance (Sholiha et al., 2017; Supriyanto & Troena, 2012), though conflicting findings highlight the existence of a research gap. Another factor influencing performance is organizational commitment, which reflects employees' emotional and psychological attachment to the organization. Organizational commitment can be defined as an attitude that demonstrates an individual's desire to remain within the organization, grounded in shared goals, value alignment, and a sense of responsibility towards the company (Adyantama et al., 2024). This commitment can enhance work motivation, reduce turnover, and support the achievement of organizational goals (Steers & Porter, 2011; Kaswan, 2017). Thus, this study aims to explore the influence of spiritual, intellectual, and emotional intelligence as well as organizational commitment on HR performance. Additionally, it seeks to address the research gap emerging from discrepancies in previous study findings.

II. LITERATURE REVIEW

The Influence of Spiritual Intelligence on Performance

Covey (1989) stated that spiritual intelligence can enhance individual performance in terms of productivity and job satisfaction. According to Covey, individuals who develop spiritual intelligence tend to be more focused, committed, and possess a clear vision for achieving their goals. Senge (1990), a management expert, argued that spiritual intelligence helps individuals face complex challenges and changes in the workplace. It provides a strong foundation of values and principles for making appropriate decisions and taking effective actions in uncertain situations. Today, the workplace increasingly emphasizes spiritual matters. Employees derive values not only from home but also seek meaning in their lives through their work environment. Those who find meaning in life and bring spirituality into their workplace tend to become better individuals, leading to improved performance compared to those without spiritual intelligence (Hoffman, 2002). Spiritual intelligence varies among individuals depending on their ability to find meaning in life. It extends beyond religion and reflects broader aspects of personal understanding. These individual differences result in varying performance outcomes (Idrus, 2002). Supporting evidence comes from studies by Nurhayati (2022), Ramaadani et al. (2022), Sambo and Rahayu (2023), and Aldino et al. (2023), which indicate that spiritual intelligence positively and significantly influences employee performance. Based on the above discussion, the following hypothesis is proposed:

H1: Spiritual intelligence positively and significantly influences performance.

The Influence of Intellectual Intelligence on Performance

Intellectual intelligence is often measured by academic achievements, formal education levels, or job positions. Many people still believe that high intellectual intelligence ensures a brighter and more promising future (Yani & Istiqomah, 2016). This belief is supported by research from Rio Marpaung and Citra Rumondang (2013), who concluded that improving employee performance requires enhancing their intellectual intelligence, including the ability to understand messages, communicate effectively, improve numerical skills, recognize and solve work-related problems, and possess strong memory. McGregor's Theory X and Y (1960) further explain the influence of intellectual intelligence on performance. Theory X emphasizes strict control and supervision, viewing intellectual intelligence as a factor that must be enforced to achieve performance, often causing employee resistance. In contrast, Theory Y views intellectual intelligence as a valuable resource that, when well-managed, enhances motivation and performance. Thus, intellectual intelligence's impact on performance largely depends on the management paradigm of the organization. According to Eysenck (1981), the workplace is closely related to an individual's intellectual intelligence. Employees with higher IQs are expected to deliver better performance, as they more easily absorb knowledge and solve work-related problems. Research by Wiramiharja (2003) found that cognitive intelligence significantly correlates with job performance, contributing 30% to work achievement and individual performance (Trihandini, 2005). Sternberg's Practical Intelligence Theory (1997) highlights that intellectually intelligent individuals excel at solving real-world problems, enhancing workplace performance. Supporting studies by Nurhayati (2022), Ramadani et al. (2022), and Haksanggulawan et al. (2023) confirm that intellectual intelligence positively and significantly affects employee performance.

H2: Intellectual intelligence positively and significantly influences performance.

The Influence of Emotional Intelligence on Performance

The influence of emotional intelligence on performance can be analyzed through McGregor's Theory X and Y (1960). Theory X emphasizes tight supervision, often neglecting emotional intelligence under authoritarian management. In contrast, Theory Y

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asserts that employees possess intrinsic motivation, and emotional intelligence can boost performance. Organizations adopting Theory Y focus on enhancing employees' emotional intelligence to improve productivity and foster positive contributions. Employee performance, as defined by Mangkunegara (2000), is the quality and quantity of work achieved by individuals in fulfilling their responsibilities. Achieving such outcomes requires managing one's own emotions and others'. Goleman (1995) emphasized that workplace success demands not only cognitive intelligence but also emotional intelligence. Emotional intelligence helps individuals recognize, understand, and manage emotions, leading to better leadership, adaptability, and productivity in dynamic work environments (Bradberry & Greaves, 2009). Research by Boyatzis (1999) and Chermis (1998) found that employees with high emotional intelligence scores deliver better performance in terms of quality and quantity. However, employees with poor interpersonal interaction may fail to maximize their performance (Trihandini, 2005). Based on these findings, the following hypothesis is proposed:

H3: Emotional intelligence positively and significantly influences performance.

The Influence of Spiritual Intelligence on Organizational Commitment

Spiritual intelligence is an individual's ability to recognize and connect with deeper meanings and purposes in life. The influence of spiritual intelligence on organizational commitment has been explored in several studies. According to Rego and Cunha (2008), highly spiritual individuals tend to be more responsible and loyal to their organizations. Kinjerski and Skrypnek (2006) found that employees who practice good spiritual intelligence in the workplace demonstrate greater loyalty to their organizations and complete their tasks with higher responsibility. Foumany and Daneshdoost (2014) examined the relationship between spiritual intelligence, mental health, and organizational commitment among nurses in Mashhad hospitals. Their findings indicated that spiritual intelligence positively affects mental health and has a significant positive impact on organizational commitment. Based on these explanations, the following hypothesis can be formulated:

H4: Spiritual intelligence has a positive and significant effect on organizational commitment.

The Influence of Intellectual Intelligence on Organizational Commitment

According to Imam (2016), intellectual intelligence is the ability to act purposefully, think rationally, and effectively deal with the environment. In general, intelligence can be defined as mental capability involving rational thinking processes. Therefore, intelligence cannot be directly observed but must be inferred from various concrete actions that manifest rational thought processes. IQ, or Intelligence Quotient, is a score obtained from an intelligence test. Thus, IQ provides limited indication of an individual's intelligence level and does not fully represent overall intelligence. Intellectual intelligence plays a crucial role in shaping work commitment. It is a necessary ability for performing various mental activities such as thinking, reasoning, and problem-solving. Employees with higher levels of intelligence are expected to deliver better performance compared to those with lower levels of intelligence (Raharjo and Abadiyah, 2023). Based on these explanations, the following hypothesis can be formulated: H5: Intellectual intelligence has a positive and significant effect on organizational commitment.

The Influence of Emotional Intelligence on Organizational Commitment

Labba (2011) defines emotional intelligence as a competency to understand one's own emotions and those of others, utilize this information to guide thought patterns and behavior. Porter, Crampton, and Smith (1976), as cited in Ugboro (2006), describe organizational commitment as an employee's willingness to work hard for the organization, a strong desire to achieve organizational goals, and alignment with its values. Emotional intelligence involves skills in recognizing, managing, and expressing emotions appropriately. Employees with high emotional intelligence are likely to perform better and meet organizational expectations, thereby enhancing their performance (Selan et al., 2022). Emotional intelligence and organizational commitment are interconnected. Members of an organization with well-developed emotional skills are better equipped to improve and maximize their performance (Goleman, 2000). Emotional intelligence includes recognizing one's feelings and those of others, staying motivated, managing emotions effectively, and fostering good relationships. These attributes contribute to an employee's ability to make strong commitments to their organization (Selan et al., 2022). According to Sholiha, Sunaryo, and Priyono (2017), emotional intelligence is the ability to manage emotions effectively in oneself and interactions with others, using it to motivate oneself, endure pressure, and maintain self-control to achieve productive relationships. Meanwhile, organizational commitment is a strong desire to remain a member of a specific organization, with firm belief and acceptance of its values and goals (Meyer and Allen, 1997). Organizational commitment arises from emotional attachment, comfort, and dependency on the organization. Employees with high organizational commitment are driven to contribute to the organization's progress and consistently engage in building its image, yielding positive outcomes for the organization (Fatmawati & Azizah, 2022). Research by Arifan (2018) on

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employees of the Social Service Department in Yogyakarta found a significant positive effect between emotional intelligence and organizational commitment. Based on these explanations, the following hypothesis can be formulated:

H6: Emotional intelligence has a positive and significant effect on organizational commitment.

III. RESEARCH METHOD

This research employs a quantitative approach, which is a type of study aimed at explaining phenomena through the collection of numerical data and statistical analysis (Creswell, 2014). This method focuses on the structured collection and analysis of data to build accurate measurements (Goertzen, 2017). The research is causal-associative, examining the relationship between variables (Sugiyono, 2014), specifically the influence of spiritual, intellectual, and emotional intelligence on performance and organizational commitment. The research location is the PNPP Human Resources Bureau of NTB Police, chosen due to its relevance to organizational policies, accessibility of data, and the potential application of the research findings. The sample was determined using a census method, where the entire population of 65 individuals was used as respondents (Sugiyono, 2012). The data utilized consists of primary data obtained from respondents through questionnaires and secondary data from literature, articles, and supporting journals. Data collection techniques include interviews to explore the variables and questionnaires to gather quantitative data, with indicators tailored based on reliable literature, such as spiritual intelligence (Badie et al., 2010), emotional intelligence (Goleman, 2015), and intellectual intelligence (Robbins, 2017). Data analysis employed the Partial Least Squares (PLS) method using Smart-PLS 3 software to assess validity, reliability, and causal relationships among latent variables.

IV. RESULTS AND DISCUSSION

Composite Reliability (CR) is used to examine and assess how well the indicators represent the variables. Composite Reliability is necessary because Cronbach's alpha tends to interpret construct validity lower than composite reliability, or in other words, composite reliability is better at measuring internal consistency than Cronbach's alpha. The value of composite reliability is the same as Cronbach's alpha, which is > 0.7 , indicating that the variable is acceptable. Average Variance Extracted (AVE) is used to describe the amount of variance or diversity in the manifest variables that the latent construct can account for. Fornell and Larcker, as cited in Yamin & Kurniawan (2011), recommend the use of AVE as a criterion for assessing convergent validity. The minimum value for Average Variance Extracted (AVE) is 0.5, indicating a good measure of convergent validity. This means that the latent variable can explain, on average, more than half of the variance of its indicators. The values of CR and AVE can be seen in the following table:

Table 1. Composite Reliability and Average Variance Extracted Values

Variables	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Spiritual Intelligence	0,957	0,963	0,743
Emotional Intelligence	0,962	0,964	0,644
Intellectual Intelligence	0,979	0,981	0,710
Performance	0,967	0,971	0,689
Organizational Commitment	0,970	0,973	0,707

The table above shows that the Composite Reliability (CR) values for each research variable are greater than 0.7. Therefore, it can be concluded that each variable in the model has met the expected reliability criteria. Based on Table 1, it can be seen that the Average Variance Extracted (AVE) values for each variable are greater than 0.5. Thus, it can be concluded that the convergent validity measurement in the simulation model is met, meaning that the latent variables can explain, on average, more than half (50%) of the variance of their indicators.

The evaluation of the structural model (inner model) for hypothesis testing is conducted through the bootstrapping process (percentile method). The statistical test used in this method is the t-test. The test results are observed from the t-values for a two-tailed test, where the critical value is 1.96 (significance level = 5%). The testing criterion for the t-test is that if the t-statistic value is greater than the t-table value or the significance value is less than 0.05, the hypothesis is accepted. The results of the structural model testing can be seen in the following Table 2:

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Relations	Coefficients	T Statistics	P Values	Descriptions
H1: Spiritual Intelligence → Performance	-0,143	0,778	0,437	Not Significant (-)
H2: Emotional Intelligence → Performance	0,106	0,713	0,476	Not Significant (+)
H3: Intellectual Intelligence → Performance	0,828	7,049	0,000	Significant (+)
H4: Spiritual Intelligence → Organizational Commitment	0,708	9,763	0,000	Significant (+)
H5: Emotional Intelligence → Organizational Commitment	0,144	2,496	0,013	Significant (+)
H6: Intellectual Intelligence → Organizational Commitment	0,155	2,191	0,029	Significant (+)

Based on Table 2 above, the relationships between the variables (hypothesis test results) can be explained as follows: 1. Spiritual intelligence has an insignificant effect on performance with a coefficient value of -0.143, T-Statistic $0.778 < 1.96$, and P-value $0.437 > 0.05$, thus hypothesis one (H1) is rejected, meaning spiritual intelligence does not significantly affect performance. 2. Emotional intelligence has an insignificant effect on performance with a coefficient value of 0.106, T-Statistic $0.713 < 1.96$, and P-value $0.476 > 0.05$, thus hypothesis two (H2) is rejected, meaning emotional intelligence does not significantly affect performance. 3. Intellectual intelligence has a positive and significant effect on performance with a coefficient value of 0.828, T-Statistic $7.049 > 1.96$, and P-value $0.000 < 0.05$, thus hypothesis three (H3) is accepted, meaning the better the intellectual intelligence, the better the employee performance. 4. Spiritual intelligence has a positive and significant effect on organizational commitment with a coefficient value of 0.708, T-Statistic $9.763 > 1.96$, and P-value $0.000 < 0.05$, thus hypothesis four (H4) is accepted, meaning the better the spiritual intelligence, the higher the organizational commitment. 5. Emotional intelligence has a positive and significant effect on organizational commitment with a coefficient value of 0.144, T-Statistic $2.496 > 1.96$, and P-value $0.000 < 0.05$, thus hypothesis five (H5) is accepted, meaning the better the emotional intelligence, the higher the organizational commitment. 6. Intellectual intelligence has a positive and significant effect on organizational commitment with a coefficient value of 0.155, T-Statistic $2.191 > 1.96$, and P-value $0.029 < 0.05$, thus hypothesis six (H6) is accepted, meaning the better the intellectual intelligence, the higher the organizational commitment.

The Influence of Spiritual Intelligence on Performance

The results of statistical testing indicate that spiritual intelligence does not significantly influence performance, with a coefficient value of -0.143, T-Statistic $0.778 < 1.96$, and P-value $0.437 > 0.05$. Therefore, the first hypothesis (H1) is rejected. This means that spiritual intelligence does not significantly affect performance. This occurs because spiritual intelligence, which encompasses the meaning of life, spiritual awareness, and integrity, is not directly related to performance metrics typically measured in the workplace or organizational context. Furthermore, other factors such as technical competencies, work experience, and a supportive work environment likely play a more dominant role in determining individual performance. Additionally, individual differences in understanding and applying spiritual intelligence may lead to variability in its impact on performance. Thus, while spiritual intelligence is important for personal well-being and life satisfaction, its influence on workplace performance is more complex and mediated by many other variables. Furthermore, if individuals do not feel that their spiritual intelligence is recognized or valued by colleagues and superiors, it can diminish their sense of relatedness, which may also hinder performance improvement. Consequently, although spiritual intelligence has the potential to yield positive impacts, environmental and organizational culture factors may obstruct these positive effects, rendering its impact negative but insignificant on performance. Research by Ratnasari et al. (2020) suggests that spiritual intelligence is more closely related to aspects such as emotional well-being and overall life satisfaction rather than direct work performance. Similarly, Djara & Nursiani (2020) found that employee performance is not always influenced by the spiritual intelligence possessed by employees. Religious values serve as an organized system of beliefs and ritual practices aimed at fostering an individual's understanding of their relationships and responsibilities to others in communal life. These prior studies align with the findings of this research, indicating that spiritual intelligence negatively but insignificantly affects performance (Oktariani et al., 2016; Supardi et al., 2020; Djara & Nursiani, 2020; and Ratnasari et al., 2020).

The Influence of Emotional Intelligence on Performance

Based on the statistical test results, emotional intelligence has an insignificant effect on performance, with a coefficient value of 0.106, T-Statistic of $0.713 < 1.96$, and P-value of $0.476 > 0.05$. Therefore, the second hypothesis (H2) is rejected. This means

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that emotional intelligence does not have a significant effect on performance. This may occur because individuals with high emotional intelligence tend to manage their emotions well and understand and adapt to the emotions of others around them. Emotional intelligence has an insignificant effect on performance as its primary benefits are more evident in improving the quality of interpersonal relationships and teamwork rather than directly enhancing individual performance outcomes. This is because the ability to manage emotions, understand others, and maintain harmonious relationships often contributes more to smooth communication and coordination within groups. However, in work contexts that prioritize individual results or technical and structured tasks, emotional intelligence tends to have no significant direct influence on performance. In other words, the influence of emotional intelligence is more relevant in jobs that require high collaboration than in those that demand technical skills or measurable individual results. Individuals with high emotional intelligence often possess the ability to recognize and manage personal emotions and understand others' emotions, helping them to cope with stress, manage conflicts, and maintain harmonious working relationships (Friharini, 2024; Octavia et al., 2020). However, in this study, emotional intelligence shows an insignificant effect on performance. These findings suggest that while emotional intelligence can enhance individuals' abilities to handle work pressure and maintain interpersonal relationships, its influence is not always directly reflected in individual performance outcomes. This may occur because performance is more influenced by other factors, such as technical skills, workload, or organizational support. Thus, although emotional intelligence is important for creating a conducive work environment, its impact on individual performance may become less significant if other supporting factors are not met. This study's findings align with research conducted by Borman & Westi (2021) and Lestari & Mulyadin (2023), which found that emotional intelligence has an insignificant effect on performance.

The Influence of Intellectual Intelligence on Performance

Based on the statistical testing results, intellectual intelligence has a positive and significant impact on performance with a coefficient value of 0.828, T-Statistic of 7.049 > 1.96, and a P value of 0.000 < 0.05. Therefore, the third hypothesis (H3) is accepted. This means that the better the intellectual intelligence, the higher the employee performance. High intellectual intelligence positively and significantly affects performance because analytical and logical abilities help individuals complete tasks with high efficiency. Individuals with intellectual intelligence tend to excel in problem-solving, strategic decision-making, and understanding the complexities of work tasks. These abilities enable them to achieve more optimal results, especially in work environments that demand precision and effectiveness. Additionally, high intellectual intelligence supports learning and adaptation to changes, thereby increasing contributions to the success of the organization. This is in line with the research findings by Swandewi et al. (2024), Nurbayati & Ali (2024), Halim (2024), and Alfandi & Suprayetno (2024) that intellectual intelligence has a positive and significant impact on performance.

The Influence of Spiritual Intelligence on Organizational Commitment

Based on the statistical testing results, spiritual intelligence has a positive and significant impact on organizational commitment with a coefficient value of 0.708, T-Statistic of 9.763 > 1.96, and a P value of 0.000 < 0.05. Therefore, the fourth hypothesis (H4) is accepted. This means that the better the spiritual intelligence possessed, the higher the employee's organizational commitment. This occurs because a high level of spiritual intelligence tends to have a deeper self-awareness of their role in achieving the organization's collective goals. They can integrate spiritual values, such as empathy, integrity, and respect for others, into their daily actions at the workplace. This creates an environment where individuals feel more emotionally and meaningfully connected to the organization's mission and values. Additionally, spiritual intelligence helps individuals find a greater purpose beyond material needs and personal recognition, which in turn increases intrinsic motivation and commitment to the organization. Other research supporting this statement includes Supriyanto et al. (2019) in their article titled "The Relationship Among Spiritual Intelligence, Emotional Intelligence, Organizational Citizenship Behaviour, and Employee Performance," which states that spiritual intelligence directly affects employee performance. The performance mentioned includes quantity, quality, and timeliness. Quantity and quality certainly depend heavily on the sense of responsibility of workers who have high organizational commitment to the school where they work. This is consistent with previous studies conducted by Mirnawati et al. (2020), Helvyanti (2022), Ningsih & Surati (2019), and Tsamrudin et al. (2024) that spiritual intelligence has a positive and significant impact on organizational commitment.

The Influence of Emotional Intelligence on Organizational Commitment

Based on the results of statistical testing, emotional intelligence has a positive and significant effect on organizational commitment, with a coefficient value of 0.144, T-statistic 2.496 > 1.96, and a P-value of 0.000 < 0.05. Thus, the fifth hypothesis (H5) is accepted. This finding indicates that better emotional intelligence leads to increased organizational commitment among

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employees. This occurs because individuals with high levels of emotional intelligence (EQ) are more capable of managing their own emotions and those of others effectively, a key skill in building healthy interpersonal relationships in the workplace. Appropriate responses to emotions, both their own and others', help create a positive and collaborative work environment. Additionally, EQ enhances communication, leadership, and problem-solving skills, all of which are crucial for strengthening commitment to shared goals and organizational values. Karambut (2012) revealed that emotional intelligence is significantly related to work outcomes such as job satisfaction and organizational commitment. This means that employees who cannot manage their emotions well tend to show a lack of organizational commitment. Conversely, individuals with high emotional intelligence are more likely to demonstrate strong organizational commitment. These findings align with previous research by Amalia & Rizaldi (2021), Demu & Kurniawan (2022), Akbar et al. (2023), and Abidin et al. (2022), which concluded that emotional intelligence has a positive and significant effect on organizational commitment. In other words, high emotional intelligence has a positive and important impact on an individual's level of commitment to the organization where they work.

The Influence of Intellectual Intelligence on Organizational Commitment

Based on the results of statistical testing, intellectual intelligence has a positive and significant effect on organizational commitment, with a coefficient value of 0.155, T-statistic $2.191 > 1.96$, and a P-value of $0.029 < 0.05$. Therefore, the sixth hypothesis (H6) is accepted. This means that the higher the intellectual intelligence, the greater the organizational commitment of employees. This implies that individuals with high intellectual intelligence tend to have better abilities to understand task complexities, solve problems efficiently, and generate innovative solutions. These skills contribute to enhancing organizational commitment because intellectually intelligent individuals can see how their roles contribute to the goals and success of the organization. High intellectual intelligence also enables individuals to adapt more quickly to changes and challenges in the workplace, which strengthens their sense of responsibility toward the organization. However, the influence of intellectual intelligence on organizational commitment does not solely depend on cognitive abilities but also on emotional and motivational factors. Individuals with high intellectual intelligence, when supported by organizational values that align with personal values, high job satisfaction, and good relationships with superiors and colleagues, are more emotionally engaged and have a stronger commitment to the organization. Thus, although intellectual intelligence affects an individual's ability to achieve organizational goals, significant organizational commitment is more influenced by emotional experiences, social support, and personal identification with the organization's mission and vision. This is supported by previous studies conducted by Tsamrudin et al. (2024) and Fernanda et al. (2023), which found that intellectual intelligence has a positive and significant effect on organizational commitment.

CONCLUSIONS

Based on the discussion above, the following conclusions are drawn from this study: Spiritual intelligence has no significant effect on performance. Therefore, the first hypothesis (H1) is rejected. This means that spiritual intelligence does not significantly influence performance. Emotional intelligence has no significant effect on performance. Therefore, the second hypothesis (H2) is rejected. This means that emotional intelligence does not significantly influence performance. Intellectual intelligence has a positive and significant effect on performance. Therefore, the third hypothesis (H3) is accepted. This means that the higher the intellectual intelligence, the better the employee performance. Spiritual intelligence has a positive and significant effect on organizational commitment. Therefore, the fourth hypothesis (H4) is accepted. This means that the better the spiritual intelligence, the higher the organizational commitment of employees. Emotional intelligence has a positive and significant effect on organizational commitment. Therefore, the fifth hypothesis (H5) is accepted. This means that the better the emotional intelligence, the higher the organizational commitment of employees.

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