

# A Review of Islamic Spiritual Intelligence Literature and Its Effect on Managerial Positions in the Mining Industry

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## Abstract

A manager plays an essential role in carrying out its duties and responsibilities to complete every job in the mining industry company's holds position. As a manager, they need to be completed on time with high pressure, so it is not common problems. Thus, spiritual intelligence is one solution to solve their problems in every job from the superior and subordinate structure, especially the mining industry. A manager must have good character, leadership, and spiritual intelligence for the sustainable mining industry at the managerial level. Spiritual intelligence measures the cores of critical existential thinking, personal meaning production, transcendental awareness and conscious state expansion. This core spiritual intelligence, however, does not represent the Islamic perspective in general. Therefore, this study will include the characteristic of Siddiq (truthfulness), Amanah (responsible), Tabligh (deliver), and Fatanah (Wisdom) to shape the Islamic spiritual intelligence. In conjunction with the issues, this paper seeks to comprehend the Islamic spiritual intelligence literature and its effect on managerial positions in the mining industry collected from various related sources. The result of this study is

## Keywords

Managerial position level, spiritual intelligence, Islamic spiritual intelligence, sustainable mining industry

## 1. Introduction

The mining sector is a major contributor to the economic development in many countries, and the government normally undertakes it. The mining sector covers a broad range of activities in their operation such as financing, planning, marketing and labour relation on the soft side, and exploration, excavation, production, material handling, processing and refining on the physical side, and management of all these activities (Stacey et al., 1999). According to Hofstede, the consequences for management practices resulting from cultural differences are numerous and significant. In individualist cultures, the most effective and appropriate reward system is based on individual merit pay. The emphasis is on individual initiative and achievement, leadership is the ideal, autonomy and individual security are sought, group members value individual decisions, and everybody fights for private life and opinion. The manager is expected to issue clear instructions, and subordinates' initiatives are tightly controlled. Both subordinates and superiors experience a high level of stress, time is money, and hard work is a virtue (Pizam, 1997). Media and news reports have highlighted numerous employee ethical misconduct cases such as dishonesty, bribery, and cheating (Chapman & Lindner, 2016; Schwartz et al., 2005) that have undermined organizational sustainability. Many Downloaded by University of Newcastle At 03:39 16 March 2017 (PT), organizations are facing new changes and challenges concerning their sustainability (Adams & Frost, 2008). Organizational sustainability is considered to be a three-dimensional concept that focuses on environmental, economic, and social issues in the organization (Schaltegger & Burritt, 2010). The increasing importance of organizational sustainability can be accessed because social,

environmental and economic issues in an organization are growing reasons for the employee's unethical scandals (Willard, 2012). Spiritual intelligence focused on a deep understanding of existential questions and insight into multiple levels of consciousness (Vaughan, 2002). It goes beyond being connected to the transcendental ground of being, or commitment to a faith or form of practice, or devotion and relations to God. It is also to shape the full possibilities of being human (Anastoo, 1998). Baharuddin & Ramli (2014) claimed that spiritual intelligence is especially looking at the context of amar ma'aruf nahi munkar or maintaining a good relationship with Allah (swt) the relationship with other human beings. The author will review the journal literature related to measurement based on the Islamic Spiritual Intelligences approach for managerial positions in sustainable corporate organizations in the mining industry.

## 2. Method

The mini-review on measuring Islamic Spiritual Intelligence was conducted by reading through and analyzing 20 peer-reviewed journal articles. These articles are summarized in the tables below. The first table presents the journal article's information regarding the title, authors, publishers, and the year of publication. The second table represents the contents of the journal articles, including the study's objectives, the findings, and the recommendations.

**Table 1.** Journal and Publisher Distribution

No	Article Name	Author(s)	Journal	Publisher	Year
1	7 Domains of Spiritual Intelligence from Islamic Perspective.	E.B Baharuddin & Z.B Ismail	Social and Behavioral Sciences	Elsevier	2015
2	Measuring Islamic Spiritual Intelligence.	Z.A Rahman & I M Shah	Economics and Finance	Elsevier	2015
3	The Effect of Spiritual Intelligence Training on the Indicators of Mental Health in Iranian Students: An Experimental Study	M Charkhabi., A Mortazavi.,S Alimohammadi., & D Hayati	Social and Behavioral Sciences	Elsevier	2014
4	Spiritual Intelligence on Leadership Effectiveness and Food Hygiene Practices in Public Institutions.	M Saad., T.P See.,M.A.M Adil., Md Kassim	Social and Behavioral Sciences	Elsevier	2015
5	Developing Spiritual Intelligence: Some New Evidence.	Dr. Rodrigue Ancelot Harvey Fontaine	Islamic Management and Business	International Journal of Islamic Management and Business	2018
6	Gaining recognition of Islamic spiritual intelligence for organizational sustainability.	S Akhtar., M Anuar.,Arshad., A Mahmood., A Ahmed	organizational sustainability	Emerald	2018
7	Assessing the correlation of Machiavellian beliefs, spiritual intelligence and life satisfaction of Iran's national team athletes (The Iranian national athletes as a Case Study).	M Mirzaaghazadeh., F Farzan., M Amirnejad., M Hosseinzadeh.	Humanities and Social Sciences	Elsevier	2016

8	Theorizing Islamic Retail Experiential Value in Predicting Total Islamic Experience Quality: A Hypothesized Model.	S.A Aziz., R Musa., S.A Rahman	Economics and Finance	Elsevier	2016
9	Character Education Relation With Spiritual Intelligence In Islamic Education Perspective.	Etep Rohana	Islamic Education	International Journal of Nusantara Islam	2018
10	A Synthesis of Spiritual Intelligence Themes from Islamic and Western Philosophical Perspectives.	S.B Hanefar.,C.Z Sa'ari.,S Siraj	Science Business	Springer	2016
11	Exploring Relationship Between Spiritual Intelligence, Religiosity and Life Satisfaction Among Elderly Pakistani Muslims.	K Munawar.,O Tariq	Science Business	Springer	2017
12	A Qur'anic Framework for Spiritual Intelligence.	B Bensaid.,S.B.T Machouche.,F Grine	International Journal Religions.	Religions	2014
13	Self-Development Through Soul Management: Context of Islamic Spiritual Intelligence .	S Khan., Dr.Mohd Anuar Arshad., K Khan	Commerce Education & Management Sciences	ResearchGate	2018
14	Spiritual quotient towards organizational sustainability: the Islamic perspective.	S Akhtar., M Anuar., A Arshad., M.A Ahmed	Entrepreneurship, Management and Sustainable Development	Emerald	2017
15	A Survey of the Spiritual Intelligence in Organizations with an emphasis on Islamic texts.	A.K Ahmadi., M Sarzaym., M Zamani.	Social Science and Humanities	ResearchHub	2014
16	Impact of Spiritual Intelligence on Organizational Performance	M.S Malik., S Tariq	Management and Marketing	EconJournal	2016
17	Exploring The Management Of Spiritual Intelligence Development In 21st Century: A Case Of Islamic Boarding House Of Muhammad Al-Fatih Sukoharjo Indonesia.	M Ilyas., N Baidan ,R Budi	Molecular & Clinical Medicine	European Journal	2020

18	Spiritual Intelligence: Aspects, Components and Guidelines to Promote It	M Esmaili., M Zareh., M Golverdi	Management, Accounting and Economics	International Journal of Management	2014
19	The Influence of Religious Guidance on The Spiritual Intelligence and Prosocial Behaviour of Santri Education at the Ali Maksum ASSA'IDIYAH Islamic Boarding School in Kudus.	Saliyo , H Bastomi and Tutik Zulfana	Archaeology	PalArch's Journal of Archaeology of Egypt	2020
20	A New Approach for Sustainable Development Goals in Islamic Perspective	A.R Dariah., M.S Salleh., H.M Shafiai	Social and Behavioral Sciences	Elsevier	2015

**Table 2.** Articles Category Based on the Subject

No	Article Name	Objectives	Findings	Recommendations
1	7 Domains of Spiritual Intelligence from Islamic Perspective.	To describe the domain of spiritual intelligence according to the Islamic perspective	seven spiritual intelligence domains according to the Islamic perspective that are al-ruh, al-qalb, al-nafs, al-aql, faith, worship and morality	The Islamic spiritual intelligence is the human inner strength that comes from the soul, the heart, the feeling, deep faith, perseverance practice based on the tenets of Allah and good characteristics.
2	Measuring Islamic Spiritual Intelligence	To develop a reliable and valid scale for measuring Islamic spiritual intelligence (ISI) quotient.	The contemporary spiritual intelligence measure the cores of critical existential thinking, personal meaning production, transcendental awareness and conscious state expansion.	The main behaviors that contributed to this measurement came from the value of Siddiq, Tabligh, and Fatanah.
3	The Effect of Spiritual Intelligence Training on the Indicators of Mental Health in Iranian Students: An Experimental Study	To investigate spiritual intelligence as a component of mental health is a the concept that emanates in light of interest in the field of Psychology of religion and spirituality	This study found that spiritual intelligence training as a new psychological and religious construction can decrease psychological disasters and improve mental health among high school students.	
4	Spiritual Intelligence on Leadership Effectiveness and Food Hygiene Practices in Public Institutions.	To study the constraints such as a diverse workforce and the high worker turnover have caused subsequent adverse effects on the foodservice performance.	An effort through Holistic View of spiritual intelligence (SQ) to address the problem of quality of food served by the food handlers.	Future research can consider Food-Hygiene Practices because of the insignificance to Holistic View.

5	Developing Spiritual Intelligence: Some New Evidence.	To identify the processes to develop spiritual intelligence and some empirical evidence has already been presented elsewhere (Fontaine, 2011, Fontaine & Ahmad, 2013, Fontaine, Ahmad & Oziev, 2017).	This result suggests that developing spiritual intelligence can become a systematic and predictable process. Since then, this author has modified his framework and put more emphasis on Tafsir of the Qur'an as being the key success factor.	Islamic management requires Muslims to have a certain level of spiritual intelligence. Although Western scholars have differences of opinion about what that implies, Muslim scholars agree that Islamic spiritual intelligence is when one gets closer to Allah by reflecting on Islamic knowledge.
6	Gaining recognition of Islamic spiritual intelligence for organizational sustainability.	To study the programs have proven largely ineffective with unethical employee practices remaining prevalent in the organizations.	Ethical lapse of a single employee may result in financial and moral damage to the entire organization through most of the large organizations have formal codes of ethics.	Future study can focus on how appropriate training programs and activities performed by the organization in line with Islamic spiritual intelligence are the best solution to the said phenomenon.
7	Assessing the correlation of Machiavellian beliefs, spiritual intelligence and life satisfaction of Iran's national team athletes (The Iranian national athletes as a Case Study).	To examine the relationship of Machiavellian Believe, Spiritual Intelligence and life Satisfaction among Iranian National Athletes.	The result displays the Spearman correlation coefficient is 0.281 that shows there is a significant relationship between spiritual intelligence and life satisfaction among athletes ( $p < 0.05$ ).	It is suggested to the managers of sports organizations and events to hold workshops in order to strengthen philosophical attitude and spiritual intelligence among athletes and champions for achieving higher level of life satisfaction.
8	Theorizing Islamic Retail Experiential Value in Predicting Total Islamic Experience Quality: A Hypothesized Model.	To propose a new dimension that is spiritual value to be integrated into Experiential Value concept, which will be known as Islamic Retail Experiential Value.	Islamic Retail Experiential Value (IREV) will represent the organism element and hypothesized as a predictor of Total Islamic Experience Quality(TIEQ).	The Islamic Spiritual Value is perceived to have a relation with Experience Value in influencing Total Islamic Experience Quality(TIEQ).
9	Character Education Relation With Spiritual Intelligence In Islamic Education Perspective.	To discuss character education building from an Islamic education Perspective.	It is following the objectives of Islamic education, which provides for three physical, spiritual, and reason aspects	The scope of Islamic education basically refers to sources that are within the Muslim life guidelines, namely Qur'an, Sunnah, and Ijtihad. So that in its presence in the midst of Muslim society can not be separated from the characters or values that exist in the guidelines of the Muslim community.
10	A Synthesis of Spiritual Intelligence Themes from Islamic and Western Philosophical Perspectives.	This research aimed to identify common spiritual intelligence themes from these two perspectives and elucidated its	Seven spiritual intelligence themes were identified through thematic analysis; meaning/purpose of	Future studies can focus on the theoretical framework could be utilized to develop viable and reliable spiritual intelligence themes and discussed in a wider scope

		contents by the view of two well-known Islamic scholars; al-Ghazali and Hasan Langgulung.	life, consciousness, transcendence, spiritual resources, self-determination, reflection-soul purification and spiritual coping with obstacles.	beyond the social and cultural boundaries.
11	Exploring Relationship Between Spiritual Intelligence, Religiosity and Life Satisfaction Among Elderly Pakistani Muslims	To explore the relationship between spiritual intelligence, religiosity and life satisfaction in elderly Pakistani Muslims.	Findings revealed a significant correlation between spiritual intelligence, religiosity and life satisfaction among Pakistani elderly Muslim people.	The obtained findings, it is concluded that there was a significant correlation between life satisfaction, spiritual intelligence and religiosity in the elderly Muslims.
12	A Qur'anic Framework for Spiritual Intelligence	To examine the perspective of the Qur'an on spiritual intelligence in an attempt to understand its foundations, meaning and nature, as well as derive its indicators, to develop a competency-based criterion for it	spiritual intelligence developed following a Qur'anic Framework that incorporates spiritual consciousness into a system of belief, worship, morality and social responsibility	For Muslims, the Qur'anic perspective on spiritual intelligence is holistic; it engages the human soul, intellect and needs in a dynamic movement of spiritual purification, character improvement and moral perfection, not only of an isolated self, but of individuals engaged with God and with building human society
13	Self-Development Through Soul Management: Context of Islamic Spiritual Intelligence.	To study the insights on self-development through SOUL (Sincerity, Optimization, ultimate and law) management of human behavior with the help of Islamic spiritual intelligence.	According to scientific consensus, unethical issues are the main hindrances to self-development.	The SOUL is active, the more successful it becomes. This is one of the pioneer studies that seek to shed light on SOUL management of the individual with the relationship of Islamic spiritual intelligence for the betterment of the human performance.
14	Spiritual quotient towards organizational sustainability: the Islamic perspective.	To investigate in business organizations, sustainability is referred to as the 'triple bottom line' comprising environmental, social/ethical and economic wellbeing	The range of illegal and unethical activities that go unreported is extensive and include bribery and fraud.	Understanding spirituality as a kind of intelligence develops the psychological concept of spirituality and relates it to the cognitive and reason process, such as achieving goals and solving problems.
15	A Survey of the Spiritual Intelligence in Organizations with an emphasis on Islamic texts.	To examine the relation to the organization and management usually refers to the relationship between spiritual intelligence with other components such as organizational commitment, job	A man was created to remember and pay attention to God, and God is the shrine for all beings, incredibly human.	Developing lean management and organizational patterns in every country are based on a belief about the existence of a rational analysis from the world.

		commitment, transformational leadership, leadership styles, emotional intelligence is discussed.		
16	Impact of Spiritual Intelligence on Organizational Performance	To study the work was done in finding that variables such as organizational culture and demographic facts (gender, age and education) act as moderators between the relationship of spiritual intelligence and organizational performance.	The study evaluated a significant positive relationship between spiritual intelligence and organizational financial performance in terms of ROA and Tobin's Q value.	In future, there should be examined other moderating and mediating variables that affect the relationship of spiritual intelligence and organizational performance.
17	Exploring The Management Of Spiritual Intelligence Development In 21st Century: A Case Of Islamic Boarding House Of Muhammad Al-Fatih Sukoharjo Indonesia.	To explore the Islamic Boarding House (pesantren) as the basis for the cultivation of religious values greatly affects the spiritual intelligence of the students	This research aims to explore the role; (1) pesantren curriculum, (2) teaching methods, (3) internal environment in pesantren, in developing spiritual intelligence.	The method of increasing spiritual intelligence that is applied is (1) the sorogan method, to foster closeness between students and their kyai / teacher, (2) and short taushiyah (advice) with exemplary and charisma. This taushiyah also raises the The students' closeness to the kyai is why some students learn and feel at home living in the pesantren.
18	Spiritual Intelligence: Aspects, Components and Guidelines to Promote It.	To study the different definitions are provided on spiritual intelligence. Then its components and aspects are studied in the perspective of different practitioners and finally the ways to promote, grow and enhance spiritual intelligence are pointed out.	This study found that indicate that there is no consensus on the aspects and components of spiritual intelligence and he believes that such heterogeneity is due to different definitions by connoisseurs on spirituality and their different values and cultures	The author recommends interested researchers to look for the main reason(s) of such differences in future studies and to study the impact by cultural factors and value, religious and environmental impacts on spiritual intelligence.
19	The Influence Of Religious Guidance on The Spiritual Intelligence and Prosocial Behaviour of Santri Education at the Ali Maksum ASSA'IDIYAH Islamic Boarding School in Kudus.	To determine the religious guidance given to the santri at the Ali Makmun Assa'idiyyah Islamic Boarding School in Kudus, Central Java, Indonesia.	The study findings indicate that: First, religious guidance was found to affect spiritual intelligence significantly.	Good religious guidance will affect the spiritual intelligence and pro-social behavior of the students. However, many variables affect one's spiritual intelligence and pro-social behavior.

20	A New Approach for Sustainable Development Goals in Islamic Perspective.	To answer the main question of how to implement SDGs in Muslim Countries.	The new approach proposes a more comprehensive conceptual framework that encompasses developing human beings and establishing a system as the medium for the implementation of the economic, social, educational and governmental mechanism.	The whole system should mutually support and strengthen each other to be the media for human beings' functioning as <i>khalifah</i> or caretakers of the earth. The system will eventually not only guarantee the achievements of sustainable development characterized by justice but also the pleasure of Allah SWT.
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### 3. Results and Discussion

Using mini review approach, this study found that the mining industry's position level for sustainability created behaviors/virtues/attitudes that made up the Islamic Spiritual Intelligence (ISI). This concept was developed in response to the earliest researcher who claimed that spiritual intelligence is not only about a capacity for a deep understanding of existential question (Vaughn, 2002) or to questions a person's innermost meanings and existential purpose (Zohar & Marshall, 2000). ISI refers to the individual life and their relationship with God or known as religion (Augustian, 2001; Tischler et al., 2002). Further, Muslims should strive to grasp the meanings and implications of states, stages, means, objectives and forms associated with their ascension to God and obedience to Him on their path to attaining the guidance, support and companionship of God (Alqur'an). Spiritual intelligence plays a significant role in employee satisfaction and influences employee performance in the work environment (Ali Shah and Ellahi, 2012). Islamic management requires Muslims to have a certain level of spiritual intelligence. It is about changing business leaders and ordinary employees' mindset by exposing them to high-quality Islamic content. Their understanding of Islam will evolve and change their respective organizations' corporate culture (Fontaine, 2018).

### 4. Conclusions

The development of lean management and organizational patterns in every country is on the basis of a belief related to the existence of a rational analysis from the world. Therefore, it is deserving to be extracted and identified the components of spirituality and spiritual intelligence comprehensively with a rich depth study of Islam and be provided with theological and academic experts' benefit, as an ideal leadership model based on spiritual intelligence. The different definitions are provided on spiritual intelligence. Then its components and aspects are studied from different practitioners' perspective, and finally, the ways to promote, grow, and enhance spiritual intelligence are pointed out. Spiritual Intelligence recounts sincerity (ikhlas), tauhid, ibadah, and behavior/values (akhlak) of Rasulullah PBUH. It is important to recognize and realize Allah's presence, as well as following the behavior of the prophet (akhlak) such as siddiq, amanah, tabligh, istiqamah, ikhlas, fatanah; be grateful to Allah (s.w.t.), be ashamed of doing any sin, and serious in fulfilling the religious obligation. ISI is also about finding meaning in your life and your relationship with God or religion. In conclusion, spiritual intelligence is related to religion in the Islamic context. ISI existed in the context of Rasulullah's SAW behaviors, and the ultimate goal in life is to be the khalifah (leader) and the rewards of Jannah (heaven) in the afterlife. As Allah has mentioned in the Quran "You shall not follow anyone blindly in those matters of which you do not know, surely the use of your ears and the eyes and the heart - all of these, shall be questioned on the Day of Judgement".

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**Jumadil Saputra** is a PhD holder and works as a senior lecturer in the Department of Economics, Faculty of Business, Economics, and Social Development, Universiti Malaysia Terengganu, Malaysia. He has published 125 articles Scopus/ WoS indexed. As a lecturer, he has invited as a speaker in numerous universities, the examiner (internal and external), the reviewer for article journal and proceeding, the conference committee, journal editorial board, and others. He is a professional member of the International Business Information Management Association (IBIMA), Ocean Expert: A Directory of Marine and Freshwater Professional, and Academy for Global Business Advancement (AGBA). His research areas are Quantitative Economics (Microeconomics, Macroeconomics, and Economic Development), Econometrics (Theory, Analysis, and Applied), Islamic Banking and Finance, Risk and Insurance, Takaful, i.e., financial economics (Islamic), mathematics and modelling of finance (Actuarial). His full profile can be accessed from <https://jumadilsaputra.wordpress.com/home-2/>.

**Zikri Muhammad** was born in Terengganu, Malaysia. He received the Bachelor's degree in business administration from Universiti Putra Malaysia in 1999, the M.A. degree from Universiti Sains Malaysia, and the Ph.D. degree in geography from Universiti Kebangsaan Malaysia. From 2012 to 2016, is a Senior Lecturer with the School of Humanities, Universiti Sains Malaysia for five years. He is currently a Senior Lecturer with the Faculty of Business, Economics and Social Development, Universiti Malaysia Terengganu. His research interests include urban geography, sustainable development, quality of life, and local government.

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