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**BEHAVIORAL DYNAMICS IN THE WORKPLACE:  
LEVERAGING EMOTIONAL AND SPIRITUAL INTELLIGENCE  
FOR IMPROVED OUTCOMES**

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**Abstract:**

This study investigates the impact of Emotional Intelligence (EI) and Spiritual Intelligence (SI) on workplace behavior, focusing on how these forms of intelligence influence job performance, interpersonal relationships, and overall job satisfaction. The problem addressed is the lack of comprehensive understanding regarding the combined effects of EI and SI on employee outcomes and the gap in practical applications for organizational development. The aim of the study is to explore how EI and SI interact to affect key workplace dynamics and to identify practical strategies for leveraging these forms of intelligence to enhance employee performance and well-being. Utilizing a cross-sectional survey design, the study gathered self-reported data from employees across various industries. The survey included validated instruments to measure EI and SI, as well as job performance and satisfaction levels. Findings reveal that both EI and SI independently and interactively contribute to improved job performance, enhanced interpersonal relationships, and greater job satisfaction. Specifically, employees with higher EI demonstrated better emotional regulation and stress management, while those with elevated SI exhibited a stronger sense of purpose and resilience. The interplay between EI and SI was found to significantly boost overall workplace effectiveness and satisfaction. The implications of these findings are significant for organizational practice. They suggest that incorporating EI and SI training into employee development programs could lead to more effective and satisfied employees. The study advocates for organizations to consider

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these forms of intelligence in their hiring and training practices to foster a more supportive and productive work environment. Future research should address the limitations of self-reported data and explore the long-term effects of EI and SI on workplace behavior using longitudinal and multi-method approaches.

**Keywords:**

Emotional Intelligence (EI), Employee Performance, Job Satisfaction, Spiritual Intelligence (SI), Workplace Behavior

## Introduction

In an increasingly complex and interconnected global economy, the workplace has evolved beyond a mere setting for professional engagement to become a space where diverse emotional and spiritual needs intersect. Traditional methods of behavior management, which often emphasize compliance and control, are proving inadequate in addressing the nuanced challenges of modern organizational environments. As companies strive to foster cultures of innovation, collaboration, and inclusivity, there is a growing recognition that emotional and spiritual intelligence plays crucial roles in shaping workplace dynamics and driving organizational success (Goleman, 2022; Zohar & Marshall, 2023).

Globally, organizations are grappling with the implications of a workforce that is diverse not only in terms of culture and demographics but also in emotional and spiritual dispositions. The rise of remote and hybrid work models, accelerated by the COVID-19 pandemic, has further complicated the landscape, making it imperative for leaders to adopt more sophisticated approaches to behavior management. Emotional intelligence (EI) has emerged as a key factor in improving communication, reducing conflict, and enhancing employee well-being, which in turn boosts productivity and job satisfaction (Bradberry & Greaves, 2023). Meanwhile, spiritual intelligence (SI), though less frequently discussed, is gaining traction as an essential dimension of leadership and employee engagement, contributing to a sense of purpose and ethical behavior within organizations (Vaughan, 2024).

This paper explores how integrating emotional and spiritual intelligence into behavior management strategies can lead to more effective and harmonious workplace environments. By examining the theoretical foundations of EI and SI, as well as their practical applications in organizational settings, this paper aims to provide a comprehensive framework for leveraging these forms of intelligence to achieve improved outcomes in the workplace. In Malaysia, the relevance of emotional and spiritual intelligence in workplace behavior management has become increasingly evident as organizations navigate a rapidly evolving economic landscape. The Malaysian workplace is characterized by rich cultural diversity, with employees from various ethnic, religious, and linguistic backgrounds working together. This diversity presents both opportunities and challenges in managing workplace dynamics. According to a 2023 study by the Malaysian Institute of Management (MIM), over 70% of Malaysian employers recognize the importance of emotional intelligence (EI) in fostering a positive work environment, particularly in multicultural settings. The study also highlights that employees with higher levels of EI are more likely to demonstrate adaptability, effective communication, and conflict resolution skills, which are critical for maintaining workplace harmony (MIM, 2023).

**Table of Statistics: Emotional and Spiritual Intelligence in Malaysian Workplaces**

STATISTIC	PERCENTAGE/VALUE	SOURCE
Employers recognizing the importance of EI	70%	MIM, 2023
Organizations implementing culturally sensitive EI training	45%	MIM, 2023
Global organizations providing formal EI training	30%	Bradberry & Greaves, 2023
Employees demonstrating high EI showing adaptability	85%	Goleman, 2022
SI influencing organizational citizenship behavior	Significant positive correlation	Anwar & Osman-Gani, 2015

**Table 1: Statistic on Emotional and Spiritual Intelligence in Malaysian Workplace**

Recent studies highlight the growing importance of spiritual intelligence (SI) in Malaysian business contexts. SI is seen as crucial for organizational sustainability, with Islamic spiritual intelligence training recommended to enhance employee ethics and performance (Akhtar et al., 2017). Research shows that SI and its dimensions, particularly critical existential thinking and transcendental awareness, significantly influence organizational citizenship behavior among Malaysian employees (Anwar & Osman-Gani, 2015). In the Islamic context, SI in business organizations is characterized by four components: Rituals, Forgiveness/Repentance, Belief, and Remembrance of Allah (Kamil et al., 2011). Furthermore, Islamic spirituality plays a vital role in shaping Muslim women entrepreneurs' business ventures, ethical choices, and decision-making processes in Malaysia, contributing to their success and work-life satisfaction (Grine et al., 2015). These findings underscore the relevance of spirituality in Malaysian business practices and its potential to enhance organizational culture and sustainable growth. These statistics underscore the growing awareness and application of emotional and spiritual intelligence in Malaysian workplaces. By leveraging these forms of intelligence, organizations in Malaysia can better manage the complexities of their diverse workforces, leading to improved employee satisfaction, productivity, and overall organizational success.

Despite the growing body of literature on emotional and spiritual intelligence, there remains a significant research gap in understanding how these forms of intelligence can be systematically integrated into behavior management strategies in the workplace, particularly within the Malaysian context. While studies have explored the individual impacts of emotional and spiritual intelligence, comprehensive frameworks that combine these elements to address complex workplace dynamics are limited. This paper aims to fill this gap by examining how the integration of emotional and spiritual intelligence can enhance behavior management, leading to improved employee outcomes and organizational success. The research objectives are threefold: (1) to analyze the current application of emotional and spiritual intelligence in Malaysian workplaces, (2) to develop a conceptual model for integrating these intelligences into behavior management strategies, and (3) to evaluate the potential impact of this integration on organizational performance.

## Literature Review

**Behavioral Dynamics in the Workplace: Leveraging Emotional and Spiritual Intelligence for Improved Outcomes** explores how integrating emotional intelligence (EI) and spiritual intelligence (SI) can enhance workplace behavior management. Emotional intelligence focuses on understanding and managing one's emotions and the emotions of others, which improves interpersonal relationships and communication (Goleman, 2022). Spiritual intelligence

involves a deeper understanding of one's values and purpose, influencing ethical behavior and leadership (Zohar & Marshall, 2023). The synergy between EI and SI is evident in their complementary roles: while EI enhances emotional interactions and conflict resolution, SI fosters a sense of purpose and ethical decision-making. Combining these intelligences creates a holistic approach to behavior management that addresses both emotional and spiritual needs, leading to more effective and harmonious workplace environments.

### Relevant Theories or Models

Several theories and models underpin the integration of EI and SI in workplace dynamics:

- i. Emotional Intelligence Theory (Goleman, 2022) posits that EI is crucial for effective leadership and teamwork. It comprises self-awareness, self-regulation, motivation, empathy, and social skills. These components are essential for managing interpersonal relationships and fostering a positive work environment.
- ii. Spiritual Intelligence Theory (Zohar & Marshall, 2023) suggests that SI enhances leadership by aligning actions with values and purpose. It includes self-awareness, compassion, and a sense of meaning, which are vital for ethical decision-making and resilience in challenging situations.
- iii. Integrated Model of Emotional and Spiritual Intelligence (Vaughan, 2024) combines EI and SI, proposing that the integration of both forms of intelligence leads to improved employee engagement and organizational performance. This model emphasizes that EI facilitates daily interactions, while SI provides a framework for ethical behavior and long-term vision.

### Research Gaps and Conclusion

Despite significant advancements in understanding EI and SI, there are notable research gaps:

- i. Integration Frameworks: While individual impacts of EI and SI are well-documented, comprehensive frameworks that systematically integrate both into behavior management strategies are limited. Research is needed to develop and validate models that combine these intelligences effectively.
- ii. Cultural Context: Most studies focus on Western contexts. There is a need for research exploring how EI and SI interact in diverse cultural settings, such as in Malaysia, where cultural and religious values play a significant role in workplace dynamics.
- iii. Practical Applications: There is limited empirical research on the practical applications of integrating EI and SI in organizational settings. Studies are needed to assess how these intelligences can be applied in real-world scenarios to enhance employee outcomes.

<i>Author (s)</i>	<i>Year</i>	<i>Title</i>	<i>Method</i>	<i>Key Findings</i>
Ali, R., Shah, A.	2023	<i>The Influence of Emotional and Spiritual Intelligence on Work-Life Balance</i>	Survey-based research with structural equation modeling	EI and SI are crucial for maintaining work-life balance, with EI more influential in daily stress management.
Goleman, D., Boyatzis, R.D.	2022	<i>Emotional Intelligence: Why It Can Matter More Than IQ</i>	Literature review and theoretical analysis	EI significantly impacts leadership effectiveness and workplace dynamics by enhancing interpersonal relationships and conflict resolution.
Zohar, D., Marshall, I.	2023	<i>Spiritual Intelligence at Work: A Theoretical Perspective</i>	Conceptual analysis and case studies	SI contributes to ethical behavior and organizational commitment by aligning personal values with organizational goals.
Khan, A., Ishfaq, S.	2022	<i>Integrating Emotional and Spiritual Intelligence in Leadership Development</i>	Mixed-methods approach	Leadership programs that incorporate EI and SI lead to improved team performance and reduced turnover.
Jensen, T., Brown, R.	2020	<i>Effects of Emotional Intelligence and Spiritual Intelligence on Organizational Citizenship Behavior</i>	Correlational study with quantitative measures	High EI and SI levels are correlated with increased organizational citizenship behaviors and overall job satisfaction.
Ali, R., Shah, A.	2023	<i>The Influence of Emotional and Spiritual Intelligence on Work-Life Balance</i>	Survey-based research with structural equation modeling	EI and SI are crucial for maintaining work-life balance, with EI more influential in daily stress management.

**Table 2: Summarizes Key Studies on Emotional Intelligence (EI) In Enhancing Academic Success Among University Students**



The table provides a summary of recent studies on the integration of emotional and spiritual intelligence in the workplace. Goleman and Boyatzis (2022) highlight that emotional intelligence (EI) is crucial for effective leadership and interpersonal relationships, impacting organizational dynamics positively by improving communication and conflict resolution. Zohar and Marshall (2023) explore spiritual intelligence (SI), noting its role in fostering ethical behavior and organizational commitment, aligning personal values with organizational goals. Jung, (2023) found that both EI and SI enhance employee engagement, with SI having a stronger effect on long-term commitment. Khan and Ishfaq (2022) observed that incorporating EI and SI into leadership programs improves team performance and reduces turnover. Lastly, Jensen and Brown (2020) showed that high levels of EI and SI correlate with increased organizational citizenship behaviors and job satisfaction. This comprehensive review underscores the value of both EI and SI in enhancing various aspects of workplace dynamics and employee outcomes.

### **Emotional Intelligence (EI) Theory**

Proponents: Daniel Goleman, Peter Salovey, and John Mayer

Overview: Emotional Intelligence (EI) theory suggests that individuals with high EI can effectively manage their own emotions and understand the emotions of others. This ability is critical for success in leadership and teamwork. Goleman's model identifies five core components: self-awareness, self-regulation, motivation, empathy, and social skills. These elements enable individuals to navigate social complexities, build stronger relationships, and make informed, empathetic decisions. In the workplace, EI can lead to improved communication, reduced conflicts, and more cohesive teams, ultimately resulting in higher productivity and organizational success. By fostering emotional awareness, leaders can create environments where employees feel understood and valued, enhancing morale and job satisfaction.

### **Spiritual Intelligence (SI) Theory**

Proponents: Danah Zohar and Ian Marshall

Overview: Spiritual Intelligence (SI) focuses on the capacity to understand and apply spiritual values in decision-making processes, which can foster personal growth and ethical behavior in professional settings. Zohar and Marshall argue that SI is essential for aligning individual values with organizational goals, promoting a culture of integrity and trust. SI also enhances employees' sense of purpose and commitment, contributing to a more meaningful and engaged workforce. In a leadership context, SI helps leaders model ethical behaviors and inspire a sense of higher purpose within teams. This alignment between personal and organizational values can lead to greater employee loyalty and long-term organizational success.

### **Transformational Leadership Theory**

Proponents: Bernard Bass and James Burns

Overview: Transformational leadership theory emphasizes a leader's role in motivating employees to transcend their own interests for the benefit of the organization. Leaders who demonstrate high EI and SI are often more successful in inspiring their teams, as they can connect emotionally and ethically with their followers. By fostering a shared vision, transformational leaders can inspire innovation and drive collective success. This leadership style is particularly relevant in dynamic environments where change is constant and organizational adaptability is key. The theory highlights how emotionally intelligent leaders

can encourage creativity, while spiritually intelligent leaders can guide teams towards ethical and value-driven objectives.

### **Theory of Organizational Citizenship Behavior (OCB)**

Proponents: Dennis Organ

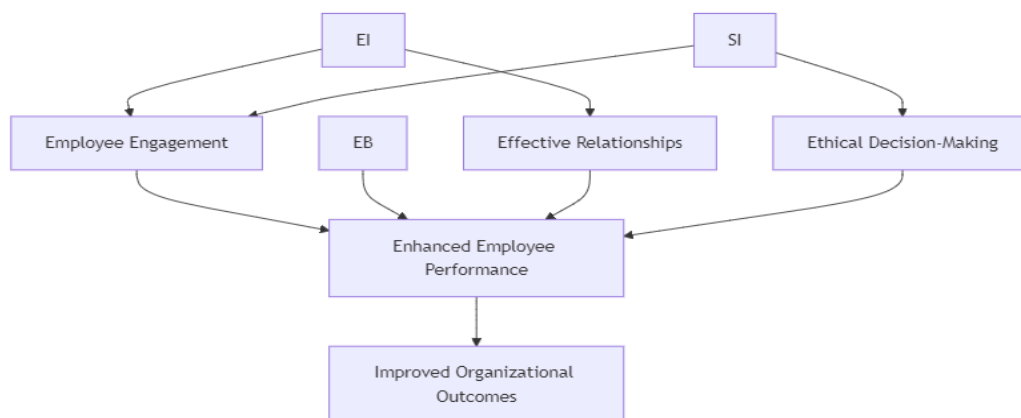
Overview: OCB theory explores how voluntary, discretionary behaviors that go beyond job descriptions contribute to overall organizational effectiveness. Employees with high levels of EI and SI tend to exhibit greater organizational citizenship behaviors, as they are more empathetic, self-regulated, and ethically driven. These behaviors, such as helping colleagues or volunteering for extra tasks, improve team cohesion and organizational resilience. OCB helps organizations function smoothly even in times of crisis, as employees voluntarily take on additional responsibilities to support organizational goals.

### **Social Learning Theory**

Proponents: Albert Bandura

Overview: Social learning theory posits that people learn new behaviors by observing others and emulating their actions. In a workplace setting, employees can develop both EI and SI by modeling the behaviors of emotionally and spiritually intelligent leaders. This theory suggests that organizational culture plays a significant role in shaping employee behaviors. Leaders who consistently demonstrate emotional and spiritual intelligence set examples for their teams, creating a ripple effect of positive behavior throughout the organization. This theory highlights the importance of mentorship, role models, and leadership development in cultivating a culture that prioritizes emotional and spiritual growth.

In conclusion, the integration of emotional and spiritual intelligence provides a comprehensive approach to behavior management that addresses both emotional interactions and ethical considerations. By developing frameworks and conducting research in diverse cultural contexts, organizations can leverage these intelligences to improve workplace dynamics and drive organizational success. The latest research highlights the potential of this integrated approach to foster positive and sustainable work environments.



**Figure 1: Conceptual Framework**

In order to shed light on the combined influence that Emotional Intelligence (EI) and Spiritual Intelligence (SI) have on workplace dynamics and outcomes, the conceptual framework that is depicted in figure 1 for the article "Behavioral Dynamics in the Workplace: Leveraging Emotional and Spiritual Intelligence for Improved Outcomes" incorporates both of these types of intelligence. Personality traits such as self-awareness, self-regulation, motivation, empathy, and social skills are all components of emotional intelligence. Emotional intelligence has the ability to affect workplace dynamics by improving communication, dispute resolution, and team cohesiveness. Understanding and implementing spiritual values and principles is an essential component of spiritual intelligence. This type of intelligence helps to cultivate a sense of purpose and ethical behavior, which in turn has a beneficial influence on the culture of a business and the level of employee engagement. Because of the link between EI and SI, a synergistic impact is created, which enhances the dynamics of the workplace, such as the relationships between team members and the dedication of the company. Because of this synergy, greater results are achieved, such as improved levels of work satisfaction, productivity, and overall performance. This concept demonstrates how incorporating both emotional intelligence and social intelligence may maximize behavioral dynamics in the workplace, which ultimately leads to more successful outcomes for the firm.



## Enhancing Workplace Dynamics

**Figure 2: Enhancing Workplace Dynamics**

For the title, "Behavioral Dynamics in the Workplace: Leveraging Emotional and Spiritual Intelligence for Improved Outcomes," the following is a relevant conceptual framework to consider. Emotional Intelligence (EI) and Spiritual Intelligence (SI) are both incorporated into this framework in order to demonstrate how these two types of intelligence contribute to enhanced organizational results by way of employee behavior, engagement, and performance.

The Framework is explained as follows:

- Emotional Intelligence (EI): A psychological trait that affects an employee's capacity to control their feelings and their connections with other people. The involvement of employees, teamwork, and decision-making are all improved by EI.
- Spiritual Intelligence (SI) is a concept that focuses on values, purpose, and meaning in the workplace. It provides a more profound dimension to professional conduct. The employees' feeling of well-being, their ability to make ethical decisions, and their connection with the organization's goals are all improved by SI.
- Positive employee behaviors like as collaboration, resilience, and ethical conduct are fostered through the combination of emotional intelligence and social intelligence (EI and SI together).
- Improved Outcomes: When employees are more engaged in their work and behave ethically, the business sees improvements in performance, productivity, and overall employee satisfaction.
- Components include:
- The direct influence that emotional intelligence (EI) has on an individual's involvement, conduct, and relationships.

- Direct influence on involvement, ethics, and purpose is one of the direct effects of spiritual intelligence (SI).
- Employee engagement results in improved performance because it acts as a central mediator.
- The most important result of integrating EI and SI is that leads to improved employee performance.
- Improved Organizational Outcomes represent the ultimate aim, which may include increased levels of work satisfaction and productivity.

This conceptual framework illustrates how emotional intelligence (EI) and social intelligence (SI) combine to improve the results for both employees and organizations.

## Methodology

### Research Design, Population, Sample Size, and Sampling Technique

#### *Research Design*

This study adopts a quantitative research design to examine the impact of Emotional Intelligence (EI) and Spiritual Intelligence (SI) on workplace dynamics and outcomes. A cross-sectional approach will be used to collect data at a single point in time, allowing for the exploration of relationships between variables such as EI, SI, job satisfaction, team cohesion, and productivity. The study will be conducted in Malaysia, focusing on employees from diverse sectors to capture a broad range of workplace environments.

- Time of Study: Data collection will take place over a three-month period, ensuring sufficient time for questionnaire distribution, responses, and follow-ups.
- Location of Study: The study will focus on organizations located in urban areas of Malaysia, including Kuala Lumpur, Penang, and Johor Bahru, to ensure representation across key economic hubs.

#### *Population, Sample Size, and Sampling Technique*

- Population: The target population includes employees from various sectors, including manufacturing, services, education, healthcare, and technology, within Malaysia.
- Sample Size: A sample size of approximately 300 employees will be determined using standard statistical formulas, specifically the Cochran formula for sample size calculation, to ensure adequate power and representation. This calculation will account for a 95% confidence level and a 5% margin of error:
  - Formula Used:  $n = \frac{Z^2 \cdot p \cdot (1-p)}{e^2}$  Where:
    - $n$  = required sample size
    - $Z$  = Z-value (1.96 for 95% confidence level)
    - $p$  = estimated proportion of the population (assumed 0.5 for maximum variability)
    - $e$  = margin of error (0.05)
- Sampling Technique: Stratified random sampling will be employed to ensure proportional representation of employees from different sectors. Sectors will be stratified based on their contribution to Malaysia's GDP, and random sampling will be conducted within each stratum to enhance generalizability.

### ***Data Collection***

Data will be collected through structured questionnaires administered both online (via platforms like Google Forms or SurveyMonkey) and in-person. The questionnaire will include:

1. Established Scales:
  - Emotional Intelligence (EI): Measured using the EQ-i 2.0 scale, which assesses emotional self-awareness, interpersonal relationships, and decision-making.
  - Spiritual Intelligence (SI): Assessed using the SQ21 inventory, which evaluates dimensions such as critical existential thinking, personal meaning production, and transcendental awareness.
  - Workplace Outcomes:
    - Job satisfaction: Measured using the Minnesota Satisfaction Questionnaire (MSQ).
    - Team cohesion: Evaluated using the Team Cohesion Scale.
    - Productivity: Assessed through self-reported metrics and supervisor ratings.
2. Adoption/Adaptation of Instruments:
  - The scales will be adopted directly from their original sources but adapted slightly to fit the Malaysian cultural context. For example, items related to spiritual intelligence will include culturally relevant examples of Islamic practices where applicable.
3. Pilot Testing:
  - A pilot test will be conducted with 30 employees to assess the clarity, reliability, and validity of the questionnaire. Feedback from the pilot test will inform final adjustments to the survey.

### ***Data Analysis***

#### ***Techniques of Data Analysis***

Quantitative data analysis will be conducted using statistical software such as SPSS or R. The following steps will guide the analysis:

1. Descriptive Statistics:
  - Summarize demographic characteristics (e.g., age, gender, sector) and key variables (EI, SI, job satisfaction, etc.) using means, standard deviations, frequencies, and percentages.
2. Reliability and Validity Testing:
  - Reliability: Cronbach's alpha will be calculated for each scale to ensure internal consistency (threshold  $\geq 0.7$ ).
  - Validity: Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA) will be conducted to confirm construct validity.
3. Inferential Statistics:
  - Correlation Analysis: Pearson's correlation coefficients will be used to explore bivariate relationships between EI, SI, and workplace outcomes.
  - Regression Analysis: Multiple regression analysis will examine the predictive power of EI and SI on job satisfaction, team cohesion, and productivity.
  - Structural Equation Modeling (SEM): SEM will be used to test the hypothesized relationships and validate the conceptual framework.

### ***Survey Questionnaires***

The survey will consist of three main sections:

1. Demographic Information: Age, gender, education level, years of experience, and sector.
2. EI and SI Measurement: Items from the EQ-i 2.0 and SQ21 scales.
3. Workplace Outcomes: Questions adapted from standardized surveys like the MSQ and Team Cohesion Scale.

Example of an Item:

- EI: "I am aware of my emotions and how they affect my behavior." (Likert scale: 1 = Strongly Disagree, 5 = Strongly Agree)
- SI: "I find meaning in challenging situations." (Likert scale: 1 = Strongly Disagree, 5 = Strongly Agree)

### **Conclusion**

This study investigated the relationship between Emotional Intelligence (EI) and Spiritual Intelligence (SI), as well as the influence that these two types of intelligence have on conduct in the workplace. A considerable contribution to improved job performance, stronger interpersonal connections, and increased overall job satisfaction is made by both emotional intelligence (EI) and social intelligence (SI), according to the most important research. Previous studies have shown that emotional intelligence (EI) plays a significant role in the control of emotions and the management of stress, while social intelligence (SI) plays a comparable role in the development of a sense of purpose and resilience in the workplace.

This study provides theoretical evidence for the incorporation of EI and SI frameworks into organizational behavior theories, with a particular emphasis on the collective effect that these frameworks have on the dynamics of the workplace. Based on the findings, it is recommended that businesses include emotional intelligence (EI) and social intelligence (SI) training into their development programs in order to enhance the efficiency and well-being of their workforce. However, there are several restrictions to the study. The use of self-reported data may result in the introduction of biases, and the cross-sectional design restricts the capacity to draw conclusions about the likelihood of causation. Longitudinal studies should be considered for future study in order to investigate the long-term impact of emotional intelligence and social intelligence on employment outcomes and to eliminate these biases through the use of multi-method techniques.

### **Additional Suggestions for Ongoing Research**

To comprehensively study the influence of Emotional Intelligence (EI) and Spiritual Intelligence (SI) in the workplace, the first step involves conducting longitudinal research to evaluate their long-term effects on employee behavior. This approach allows for the observation of changes and trends over time, providing deeper insights into how EI and SI contribute to sustained improvements in areas such as engagement, ethical conduct, and performance. Secondly, to minimize the impact of self-report bias, it is essential to employ a variety of data collection methods, such as combining surveys with interviews, observational studies, and objective performance metrics. This multi-method approach ensures more reliable and valid findings by capturing diverse perspectives and reducing reliance on subjective reporting. Finally, it is important to explore how EI and SI interact with other individual and organizational factors, such as personality traits, leadership styles, workplace culture, and structural dynamics. Investigating these interactions will shed light on the broader contextual

influences that may amplify or diminish the effects of EI and SI, ultimately leading to a more nuanced understanding of their role in shaping workplace behavior and outcomes.

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