



SPIRITUAL INTELLIGENCE FROM THE SHARIAH PERSPECTIVE AND ITS IMPORTANCE IN THE MILITARY PROFESSION IN MALAYSIA

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Abstract:

Spiritual intelligence is an essential facet of human development, especially in professions that demand strong moral and psychological resilience, such as the Malaysian Armed Forces (MAF). From the Shariah perspective, it embodies faith (iman), piety (taqwa), excellence (ihsan), and a deep connection with Allah SWT guiding thoughts, emotions, and behaviour. This study explores the concept of spiritual intelligence through the lens of Shariah and examines its role in shaping values and enhancing career competence among MAF personnel. Adopting a qualitative methodology, the study draws upon classical and contemporary Islamic sources through textual analysis and literature review. Findings suggest that spiritual intelligence, grounded in *maqasid al-shariah*, fosters sincerity, responsibility, and resilience. The study recommends integrating spiritual development as a core element in MAF training and human capital strategies.

Keywords:

Spiritual Intelligence, Shariah, *Maqasid*, Malaysian Armed Forces, Spiritual Development.



Introduction

Spiritual intelligence is gaining increasing attention in human development discourse due to its role in enabling individuals to understand the purpose of life, seek deeper meaning, and align behaviours with values rooted in divine belief. In Islamic thought, spiritual intelligence stems from the concepts of *iman* (faith), *taqwa* (consciousness of Allah), *qalb* (heart), *ruh* (spirit), and *nafs* (self), which form the foundation of a Muslim's spirituality and morality. These components are not limited to internal belief, but also encompass practice, ethical decision-making, and principled leadership (Sulaiman, 2020; Rahman & Nordin, 2022). From the Shariah perspective, spiritual intelligence serves as a guide to act with sincerity (*ikhlas*), justice ('*adl*'), and trust (*amanah*) in all aspects of life, including professional responsibilities (Mohammad, Sulaiman, & Jamal, 2023). In the military context particularly in the Malaysian Armed Forces (MAF) spiritual intelligence plays a vital role. Military personnel are exposed to highly challenging environments such as high-risk missions, life-and-death decision-making, prolonged pressure, and ethical dilemmas. A recent report by the Ministry of Defence Malaysia (MINDEF, 2022) found that over 28% of MAF members exhibit symptoms of emotional fatigue and psychological stress during intensive operations. This situation necessitates inner resilience and strong moral principles which, within the Islamic framework, can be nurtured through *tazkiyah al-nafs* (self-purification), *muraqabah* (spiritual consciousness of God), and *muhasabah* (self-reflection) (Aini, Hassan, & Baharudin, 2023). Although numerous studies have explored spiritual intelligence in the fields of education, counselling, and organisational leadership (Zohar & Marshall, 2000; Emmons, 2000; King, 2008), exploration of the concept from a Shariah-based perspective and its application in military careers remains limited. A study by Hassan and Nor (2020) on Indonesian military officers found that the absence of structured spiritual training contributes to ethical vulnerability under pressure. Reave (2005) and Fry (2005) also highlight that spirituality-based leadership enhances integrity, moral courage, and group cooperation—key qualities in military professionalism. A recent local study by Yusof and Ibrahim (2022) confirms that spiritual training modules led by the Army Religious Corps (KAGAT) have a positive impact on task performance and emotional resilience among soldiers. In this regard, this paper aims to fill the academic gap by examining the concept of spiritual intelligence from the Shariah perspective and linking it with character development, mental resilience, and ethical leadership among MAF personnel. The study adopts the spiritual intelligence model proposed by Zohar and Marshall (2000), integrated with Islamic ethical philosophy, as a theoretical foundation to understand the inner competencies required in contemporary military service.

Research Objectives

This paper is drafted with the following objectives:

- a) To examine the concept of spiritual intelligence from a Sharia perspective.
- b) To analyze the importance of spiritual intelligence in military careers, particularly among members of the Malaysian Armed Forces.
- c) To propose an integrative approach to strengthen spiritual intelligence in the ATM's training and human resource management system in line with Sharia values.

Research Questions

Based on the outlined research objectives, the research questions are as follows:

- a) How can the concept of spiritual intelligence be understood through a Sharia perspective?
- b) What is the importance of spiritual intelligence in military careers, particularly among ATM personnel?
- c) How can spiritual intelligence be integrated into the training and human resource management system in ATM, in alignment with Sharia values?

Literature Review

This literature review aims to provide a comprehensive overview of the concept of spiritual intelligence from the Shariah perspective, its relevance to military careers, and its application within the training and human resource management systems of the Malaysian Armed Forces (MAF). Relevant past studies are also referenced to justify arguments and strengthen the conceptual framework.

The Concept of Spiritual Intelligence from the Shariah Perspective

Spiritual intelligence refers to an individual's ability to comprehend, connect with, and apply spiritual principles in daily life. In Islamic thought, spiritual intelligence revolves around two central elements: *qalb* (the heart) and *ruh* (the soul). The heart is regarded as the seat of intentions and beliefs, while the soul motivates the search for meaning and purpose in life. This aligns with the words of Allah SWT:

"And [mention] when your Lord took from the children of Adam from their loins their descendants and made them testify of themselves, [saying to them], 'Am I not your Lord?' They said, 'Yes, we have testified.'" (al-A'raf, 7:172)

Al-Ghazali (2003) emphasized that spiritual intelligence is closely related to drawing closer to Allah through the practice of *tazkiyah al-nafs* (self-purification), *muraqabah* (spiritual mindfulness), and *muhasabah* (self-reflection). Emmons' (2000) modern framework, which includes five key dimensions of spiritual intelligence such as compassion, transcendence, and moral purpose also aligns with the Islamic values of *taqwa*, sincerity (*ikhlas*), and excellence (*ihsan*). Zohar and Marshall (2000), through their concept of *Spiritual Quotient (SQ)*, propose that spiritual intelligence represents the highest form of intelligence. It enables individuals to act based on meaningful and value-driven principles. This concept mirrors the Islamic worldview of living life in accordance with *tauhid* (oneness of God) (Yusof & Ibrahim, 2022).

The Importance of Spiritual Intelligence in Military Careers

In military settings, spiritual intelligence is a crucial internal strength that helps personnel cope with pressure, ethical dilemmas, and emotional burdens. According to King (2008), individuals with higher spiritual intelligence tend to be more adaptable and resilient in high-risk or stressful environments. Reave (2005) found that spiritual intelligence strengthens ethical leadership and enhances cooperation within teams. In Malaysia, a report by the Ministry of Defence (MINDEF, 2022) indicated that military units that implemented spiritual counselling programs recorded a 15% reduction in stress-related incidents compared to those that did not. Fry (2005) argued that organizations that incorporate spiritual values into leadership and training can increase intrinsic motivation, job satisfaction, and individual performance.

Spiritual Intelligence and the Well-being of MAF Personnel

The emotional and psychological well-being of MAF personnel is strongly influenced by inner spiritual strength. Marques et al. (2020) found that workers with higher spiritual intelligence reported greater job satisfaction because they felt their work held deeper meaning. Wright et al. (2016) supported this by showing that spiritual intelligence positively impacts emotional resilience and psychological well-being among soldiers in high-risk operations. Locally, Aini, Hassan, and Baharudin (2023) found that spiritual practices such as *zikr*, prayer, and supplication contribute significantly to emotional regulation and behavioral stability among military personnel.

Previous Studies on Spiritual Intelligence in Organizational Settings

Research on spiritual intelligence within organizational contexts has gained increasing attention in the past two decades, particularly due to its relevance in fostering ethical leadership, emotional resilience, and workplace well-being. Several key studies have contributed to shaping the understanding of how spiritual intelligence impacts organizational dynamics. Reave (2005), in her pioneering work on leadership and spirituality, found that leaders who demonstrate spiritual intelligence through traits such as integrity, humility, and empathy are more likely to foster cooperative and ethically sound workplace cultures. Her study concluded that spiritual leadership significantly enhances ethical decision-making and promotes a culture of mutual respect among team members. Similarly, Fry (2005) extended the discourse into the realm of organizational psychology. His research introduced the *Spiritual Leadership Theory*, which highlights the role of spiritual values such as altruistic love, vision, and hope/faith in improving employee motivation, job satisfaction, and organizational performance. Fry emphasized that spiritual leadership is not confined to religious frameworks, but is rooted in universal values that elevate individual purpose and collective meaning. In exploring the emotional dimension of work, Steger et al. (2006) investigated the relationship between meaningful work and emotional resilience. Their findings revealed that employees who perceive their work as meaningful are more likely to experience job satisfaction and exhibit stronger psychological resilience in the face of challenges. This underscores the link between spiritual intelligence and the capacity to derive inner strength and purpose from one's professional role. Building on these insights, Marques et al. (2020) examined the role of spiritual intelligence in corporate leadership. Their study concluded that leaders with high levels of spiritual intelligence are better equipped to create meaningful and ethical work environments, thereby enhancing employee engagement and organizational harmony. This reinforces the idea that spiritual intelligence is instrumental in aligning corporate goals with human values. More recently, Phipps et al. (2021) analyzed the effects of spiritual values on workplace conflict and team cooperation. Their research showed that spiritual intelligence contributes to reduced interpersonal conflict, improved emotional regulation, and stronger group cohesion. Teams led by spiritually intelligent individuals displayed greater empathy and understanding, facilitating smoother collaboration and conflict resolution.

In summary, the collective findings of these studies highlight the multidimensional benefits of spiritual intelligence in organizational settings. From enhancing leadership ethics and emotional resilience to improving team dynamics and employee well-being, spiritual intelligence emerges as a vital construct in building sustainable and value-driven organizations. These insights also provide a theoretical foundation for integrating spiritual intelligence into military institutions such as the Malaysian Armed Forces (ATM), where high-stakes environments demand not only physical and strategic competence, but also moral strength and

psychological stability. These studies consistently show that spiritual intelligence can transform workplace dynamics in high-stress environments, making it highly relevant to the military profession.

Studies in Malaysia: Spiritual Intelligence in the MAF

In the Malaysian context, studies on spiritual intelligence among MAF personnel remain limited. Ibrahim (2012) highlighted that strengthening Islamic moral and ethical values improves soldiers' mental resilience and gives deeper meaning to their service. Mohamad, Sulaiman, and Jamal (2019) also emphasized that integrating Shariah-based values into military training enhances emotional well-being and resilience. Nuruddin (2015) proposed an integrative approach incorporating Islamic epistemology in training and human resource systems to systematically strengthen spiritual intelligence in the MAF. These findings underscore the need for a structured spiritual development framework, rooted in Islamic epistemology and supported by empirical data, within the MAF's training and HR policies.

Research Methodology

This study adopts a qualitative research approach to analyze the concept of spiritual intelligence from the Shariah perspective and its relevance to the Malaysian Armed Forces (MAF). This approach is chosen for its capacity to enable an in-depth exploration of religious texts, doctrinal interpretations, and the lived experiences of MAF personnel regarding spiritual intelligence. The methodology is structured into four key components:

Literature Review of Classical and Contemporary Islamic Sources

The study begins with an extensive review of both classical and contemporary Islamic literature. This includes foundational texts such as the Qur'an and Hadith, as well as scholarly interpretations from classical scholars (e.g., Al-Ghazali, Ibn Qayyim) and modern thinkers (e.g., Al-Attas, Nasr). The purpose of this review is to establish a comprehensive Islamic understanding of spiritual intelligence grounded in concepts such as *ihسان* (excellence), *taqwa* (piety), and *muraqabah* (spiritual mindfulness). Prior research relating to spiritual development within organizational and military settings is also examined to contextualize the application of these values (Al-Attas, 2023; Nasr, 2022).

Thematic Analysis of Qur'anic Verses, Hadith, and Scholarly Opinions

This component involves a thematic content analysis of relevant Qur'anic verses and authentic Hadiths that illustrate the concept of spiritual intelligence. Themes such as sincerity (*ikhlas*), patience (*sabr*), God-consciousness (*taqwa*), and accountability (*muhasabah*) are extracted and analyzed. The views of contemporary Islamic scholars are also integrated to construct a framework that aligns Islamic spiritual principles with military professionalism. This analysis provides theological grounding for how spiritual intelligence enhances emotional stability, ethical conduct, and resilience among MAF personnel (Mohamad, 2021; Rahman & Alias, 2023).

Document Analysis of ATM Policy and Training Materials

The study includes an analysis of official documents from the Malaysian Armed Forces (ATM), focusing on policies and training modules developed by the Religious Corps (KAGAT) and the Armed Forces Welfare Association (BAKAT). These documents encompass programs on spiritual training, ethical leadership, and value-based development. The analysis seeks to understand how spiritual intelligence is institutionally incorporated into military training and

personnel development. This step is crucial for evaluating the extent to which spiritual elements are embedded within human resource practices and military ethics (Zainal Abidin et al., 2022; Mohd Yusoff & Zainuddin, 2021).

Secondary Data from Reports and Scholarly Articles

Complementary data is obtained from recent military reports, policy evaluations, and scholarly journal articles discussing spiritual development within military organizations. This includes reports on psychological health, resilience, and performance outcomes of personnel engaged in spiritually oriented programs. These sources provide updated insights that strengthen the study's relevance and empirical validity, particularly in relation to psycho-spiritual well-being and performance enhancement in military settings (Kamarudin & Ismail, 2023; Hassan, 2024).

The Concept of Spiritual Intelligence from Western and Islamic Perspectives

Western Perspective

From the Western standpoint, spiritual intelligence is conceptualized as an advanced form of intelligence that guides individuals to act in accordance with deep existential values and meanings. Prominent scholars such as Zohar and Marshall (2000) and Emmons (2000) describe spiritual intelligence as the capacity to understand life's purpose and to apply that understanding in meaningful action. Zohar and Marshall introduced the idea in *The Quantum Self*, where they argue that spiritual intelligence enables individuals to view themselves within a broader existential and moral context including their relationship with others, the universe, and a transcendent reality. Emmons (2000), in his seminal work *Spirituality and Intelligence: A New Framework for Understanding*, outlines spiritual intelligence as the capacity to apply spiritual resources to solve problems and achieve goals. His model includes five components: (1) the capacity to transcend the physical and material, (2) the ability to experience heightened states of consciousness, (3) the ability to sanctify everyday experience, (4) the use of spiritual resources to solve problems, and (5) the capacity to engage in virtuous behaviour (Emmons, 2000; King & DeCicco, 2009). More recent empirical research has expanded on these foundations. For example, Denny, Tiliopoulos, and Ross (2020) found that spiritual intelligence is positively associated with psychological resilience, self-acceptance, and purpose in life. Similarly, Vieten et al. (2022) emphasized that individuals with high spiritual intelligence demonstrate better emotional regulation, ethical decision-making, and adaptive coping strategies under stress.

Key Characteristics of Spiritual Intelligence in the Western Context

Western scholarship on spiritual intelligence has framed it as a non-religious yet deeply human construct that enables individuals to navigate life with meaning, ethical awareness, and psychological resilience. Although often discussed within secular psychological and organizational frameworks, spiritual intelligence is understood as a transcendent form of intelligence that goes beyond cognitive and emotional capacities. One of the core characteristics emphasized in Western literature is integrity. According to King (2008), integrity refers to the ability to act in accordance with one's ethical and moral beliefs, even in challenging situations. Individuals with high spiritual intelligence consistently demonstrate congruence between their internal values and external actions, which in turn fosters trust and credibility in their relationships and professional conduct. Another essential feature is compassion, defined by Emmons (2000) as the capacity to empathize with and care for others. Compassionate individuals are attuned to the emotional and existential needs of those around

them, making them more capable of building supportive and inclusive environments. This trait is particularly important in leadership, counselling, and healthcare settings, where emotional presence and kindness can significantly influence outcomes. Self-awareness is also central to spiritual intelligence. Denny et al. (2020) explain that self-awareness involves a deep understanding of one's own emotions, motivations, and internal belief systems. It allows individuals to reflect on their actions, regulate their responses, and cultivate a sense of purpose aligned with their personal values. This introspective ability supports emotional resilience and enhances personal growth. Additionally, existential wisdom is highlighted as a key dimension. Vieten et al. (2022) describe this as the ability to seek and contemplate deeper meanings in life, transcending materialistic or superficial goals. Individuals with existential wisdom are more likely to engage in purposeful living, find meaning in adversity, and maintain a strong moral compass even in uncertain circumstances. In summary, Western literature defines spiritual intelligence as a secular yet transcendental construct that enables individuals to align behaviour with universal values. It plays a critical role in fostering inner peace, emotional resilience, and moral maturity. While the Western perspective may not explicitly link spiritual intelligence to religious doctrine, it nonetheless recognises its profound role in cultivating ethical leadership, humanistic decision-making, and personal fulfilment.

Islamic Perspective on Spiritual Intelligence

From the Islamic worldview, *spiritual intelligence* is not merely a psychological function but a holistic and divinely anchored construct that guides human beings to live a life of obedience, purpose, and connection with Allah. Unlike the Western perspective, which often frames spiritual intelligence through cognitive and emotional lenses, Islam views it as an integration of the qalb (spiritual heart), ruh (soul), and nafs (self), which together shape the moral and spiritual compass of an individual. These elements are emphasized in both the Qur'an and Hadith as central to human development and spiritual maturity (Al-Attas, 2023; Nasr, 2022). At its core, spiritual intelligence in Islam is cultivated through the continuous nurturing of core values such as taqwa (God-consciousness), ikhlas (sincerity), sabr (patience), shukr (gratitude), and ihsan (excellence in worship). These values are not simply theological ideals but are essential virtues that enable individuals to live a life that is ethically grounded and spiritually resilient. Acts of remembrance (*dhikr*), prayer (*solat*), and moral conduct are seen as mechanisms for developing these virtues, leading to a strong and balanced character. One of the most foundational attributes is taqwa, or piety and constant awareness of Allah. As the Qur'an declares:

"This is the Book about which there is no doubt, a guidance for those conscious of Allah" (Al-Baqarah, 2:2).

Taqwa serves as a moral compass, shaping how individuals think, feel, and act, especially under pressure or in morally ambiguous situations. Ikhlas, or sincerity, is equally fundamental. The Prophet Muhammad (SAW) taught:

"Indeed, actions are judged by intentions" (Sahih Bukhari, Hadith 1).

Spiritual intelligence, from this angle, demands that all actions be purified from egoism and directed solely for Allah's pleasure. It promotes moral clarity and personal accountability. In dealing with trials and difficulties, the values of sabr (patience) and shukr (gratitude) are vital. The Qur'an encourages believers:

"O you who believe, seek help through patience and prayer. Verily, Allah is with the patient" (Al-Baqarah, 2:153).

These traits nurture emotional resilience and a deep sense of contentment, empowering individuals to persevere with optimism in times of hardship (Rahman & Alias, 2023). A more refined level of spiritual intelligence in Islam is found in the concept of *ihsan*, described in the Hadith of Jibril as:

"To worship Allah as if you see Him, and if you cannot see Him, know that He sees you" (Sahih Muslim, Hadith 1).

Ihsan instills profound self-awareness and divine consciousness, encouraging Muslims to act with integrity and excellence regardless of circumstance or oversight. Recent scholarly findings have also affirmed the practical significance of Islamic spiritual intelligence in professional and military settings. For instance, Mohamad (2021) demonstrated that the practice of *muraqabah* (divine mindfulness) among military personnel enhanced their capacity for moral reasoning and stress regulation. In a similar vein, Zainal Abidin et al. (2022) found that structured spiritual training programmes implemented by KAGAT (Religious Corps of the Malaysian Armed Forces) significantly contributed to improvements in ethical conduct, teamwork, and discipline among soldiers. These studies indicate that Islamic spiritual intelligence is not limited to private piety but extends to collective resilience and professional integrity in high-stress environments. In conclusion, Islamic spiritual intelligence is a deeply rooted theological and moral construct grounded in revelation, divine accountability, and spiritual discipline. While Western frameworks often define spiritual intelligence in terms of emotional awareness and existential reflection, Islam positions it as an act of *ubudiyyah* (servitude to Allah) that governs every aspect of life. The application of Islamic spiritual intelligence within institutions like the Malaysian Armed Forces especially through the structured spiritual education of KAGAT exemplifies the value of integrating Islamic epistemology in shaping ethical, resilient, and spiritually conscious military personnel.

Maqasid Shariah and Spiritual Intelligence in the Malaysian Armed Forces

The *Maqasid Shariah*—the five objectives of preserving religion (*hifz al-din*), life (*hifz al-nafs*), intellect (*hifz al-‘aql*), lineage (*hifz al-nasl*), and wealth (*hifz al-mal*)—offer a comprehensive and holistic framework for cultivating **spiritual intelligence** among Malaysian Armed Forces (MAF) personnel. The integration of these objectives into military training is not only vital for personal development but also enhances the overall operational readiness and ethical integrity of soldiers.

Preserving Religion (Hifz al-Din)

Strong faith or *taqwa* forms the foundation of spiritual resilience. In the context of the military, personnel with high spiritual intelligence are better equipped to uphold their religious convictions and maintain composure under extreme stress and hardship. Such individuals draw strength from their spiritual connection, enabling them to confront trials with dignity and patience (Sulaiman, 2020).

Preserving Intellect (Hifz al-‘Aql)

The capacity for rational and strategic decision-making is essential in military operations. Spiritual intelligence, through the values of *sabr* (patience) and *tawakkul* (trust in Allah),

supports cognitive clarity and emotional regulation. Alam et al. (2021) underscore that these values help prevent impulsivity, especially in high-pressure scenarios, and promote thoughtful responses.

Preserving Life (Hifz al-Nafs)

The military profession demands discipline, courage, and a sense of trust. Spiritual intelligence nurtures these attributes by instilling a higher sense of purpose and accountability. As Rahman and Nordin (2022) explain, spiritually grounded personnel exhibit greater mental fortitude, which is essential in the face of physical and psychological risks.

Preserving Lineage and Wealth (Hifz al-Nasl & Hifz al-Mal)

Integrity, honor, and a sense of responsibility are crucial in protecting both national dignity and strategic assets. Soldiers who are spiritually intelligent act with ethical conviction and professionalism. This moral orientation is key to maintaining national reputation and operational success (Mohammad et al., 2023).

Relationship Between Spiritual Intelligence and the MAF

Spiritual Needs of Military Personnel

MAF personnel are frequently exposed to high levels of physical danger and emotional strain. Practices such as *dhikr* (remembrance), *solat* (prayer), and *sabr* (patience) offer psychological stability and spiritual solace. Aziz et al. (2021) affirm that these practices enhance emotional regulation and increase soldiers' resilience during missions.

The Role of KAGAT and Spiritual Training Modules

The Religious Corps (KAGAT) plays a critical role in fostering spiritual intelligence through structured programmes including Quranic recitation, ethical lectures, and worship modules. A recent mixed-method study involving 1,137 MAF personnel found that such training significantly improves spiritual preparedness and mission focus (Yusof & Ibrahim, 2022).

Illustrative Military Contexts

International deployments, particularly UN peacekeeping missions, have validated the practical value of spiritual intelligence. Soldiers with strong spiritual foundations demonstrate superior adaptability, emotional regulation, and team cohesion. Hassan et al. (2020) report that such qualities directly contribute to mission success in high-tension environments.

Discussion

Spiritual Intelligence as a Core Strength

Spiritual intelligence is not merely a supplementary trait but the bedrock of emotional strength, integrity, and sacrifice in the military. Jaafar et al. (2018) found that spiritually inclined personnel show higher task engagement and perseverance under pressure, proving its value as a fundamental force multiplier.

Harmonising Qalb, Nafs, and Ruh

Islam promotes a balance between the spiritual heart (*qalb*), self (*nafs*), and soul (*ruh*). According to Aini et al. (2023), integrating spiritual practices such as self-reflection, prayer,

and *dhikr* enhances focus and composure in high-stress scenarios, ultimately contributing to better performance and ethical conduct.

Meaning, Connection, and Endurance

Viewing military service as a form of *ibadah* (worship) transforms it into a spiritually meaningful vocation. Nur et al. (2022) found that those who consistently engage in collective prayer and remembrance demonstrate stronger emotional endurance and purpose, even in highly challenging deployments.

Implications of the Study

Theoretical Implications

This study affirms that Islamic spiritual intelligence plays a central role in shaping ethical awareness, cognitive control, and moral accountability in military personnel. Principles such as *taqwa*, *sabr*, *ikhlas*, and *tawakkul* provide more than spiritual enrichment; they form a psychological framework that sustains professional performance in stressful environments (Aini et al., 2023; Nur et al., 2022). This expands the theoretical understanding of spiritual intelligence as a dynamic force in behavioural and occupational psychology.

Practical Implications

a) Institutionalising Spiritual Intelligence Training

It is proposed that spiritual intelligence be made a core component of ATM's training ecosystem. Modules can include group prayers, *zikir*, Quranic contemplation (*tadabbur*), reflective journaling, and resilience training grounded in Islamic virtues. Similar approaches have been adopted in Indonesia and Turkey, yielding improvements in morale and mission readiness (Alam et al., 2021; Hassan et al., 2020).

b) Enhancing KAGAT-Human Resource Integration

Interdepartmental collaboration between KAGAT and Human Resource Management should be formalised. A dual-stream development model spiritual and psychological should be embedded in leadership grooming and promotion frameworks to ensure well-rounded development (Yusof & Ibrahim, 2022).

c) Empirical Research on Job Outcomes

Future research should empirically examine the relationship between spiritual intelligence and military performance indicators such as job satisfaction, burnout, resilience, and ethical decision-making. Both qualitative and quantitative methods (e.g., PLS-SEM, case studies) could be employed to provide actionable data for policy and training enhancement (Mohammad et al., 2023; Jaafar et al., 2018).

Conclusion

Spiritual intelligence rooted in Shariah principles is indispensable in cultivating high-performing, morally grounded, and resilient military personnel. Values such as *taqwa*, *ihsan*, *sabr*, and *tawakkul* are not confined to private religious life but serve as critical tools in managing emotional stress, ethical dilemmas, and operational challenges in the field. This study concludes that spiritual intelligence serves as an internal compass, empowering soldiers to remain steadfast, composed, and ethical even under duress. To this end, structured spiritual

development must be embedded into ATM's human capital strategy, ensuring that every soldier is not only combat-ready but also spiritually prepared to serve the nation with integrity and honour.

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