

Determinants of Organizational Commitment and Its Influence on Employee Performance at the Youth and Sports Service of South Tangerang City

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Abstract

This study investigates the roles of Emotional Intelligence and Spiritual Intelligence in enhancing Employee Performance in the Youth and Sports Office of South Tangerang City, with Organizational Commitment serving as the mediating variable. Emotional Intelligence and Spiritual Intelligence act as independent factors, whilst Employee Performance is the dependent variable, with Organizational Commitment serving as the intermediary that links them. Data were collected via questionnaires administered to 165 workers and evaluated using a quantitative methodology with an associative study design. The investigation used Structural Equation Modeling (SEM) with the Partial Least Squares (SmartPLS) method. The results indicate that Emotional Intelligence substantially enhances Organizational Commitment, shown by a coefficient of 0.262, and Spiritual Intelligence also has a notable positive effect with a value of 0.339. Emotional Intelligence has a good direct influence on Employee Performance (0.199), while Spiritual Intelligence also considerably adds (0.235). Organizational Commitment significantly impacts Employee Performance, with a correlation of 0.295. The research indicates that both Emotional Intelligence and Spiritual Intelligence significantly improve Employee Performance when mediated by Organizational Commitment, as shown by coefficient values of 0.677 and 0.720, respectively. These findings underscore the critical importance of corporate commitment in enhancing the impact of emotional and spiritual competencies on employee performance. The author also states that emotional and spiritual intelligence can help improve performance, job satisfaction, and public service, as well as build effective and ethical teams.

Keywords: *Emotional Intelligence; Spiritual Intelligence; Organizational Commitment; Employee Performance*

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Introduction

Human resources play a pivotal role in ensuring the sustainability and advancement of any public institution, as they embody the knowledge, skills, and competencies needed to support organizational goals (Dessler, 2024). Within government agencies, employees are not merely administrative workers but strategic partners who contribute to problem-solving, innovation, and public value creation (Armstrong, 2023). This is particularly relevant in the context of Indonesia's bureaucratic reform, where the performance of civil servants is increasingly under scrutiny to ensure effective, responsive, and citizen-centered public services. The establishment of the Youth and Sports Office (Dispora) of South Tangerang City reflects this mandate, emerging from local autonomy initiatives and the need for an institution dedicated to youth empowerment and sports development.

Dispora's institutional framework is grounded in the Regional Regulation of South Tangerang City Number 8 of 2016, which was later refined through Regional Regulation Number 1 of 2022 to strengthen its organizational structure and adapt to evolving societal needs. Guided by a clear vision to cultivate empowered, high-quality youth and to promote a healthy, competitive sports culture Dispora carries out various programs aimed at developing talents, improving sports achievements, and expanding youth participation. Over the years, the agency has demonstrated strong commitment through consistent athlete development initiatives, talent scouting, sports competitions, and flagship events such as the Tangerang Selatan City Sports Week (PORKOT), Tangel Marathon, and youth leadership programs. The strategic importance of human resources in Dispora is evident in its efforts to foster skilled, high-performing employees capable of engaging with diverse stakeholders, including young athletes, youth communities, and the broader public (Robbins, 2024). Performance in this context extends beyond technical abilities, encompassing emotional intelligence, interpersonal skills, ethics, and professionalism (Luthans et al., 2021).

The preliminary survey results reveal that employee performance at the Youth and Sports Office of South Tangerang City has not yet reached the expected standards across all key dimensions. Indicators related to work quality, productivity, punctuality, effectiveness, and responsibility consistently fall short of organizational benchmarks, suggesting that employees face challenges in executing their duties at an optimal level. These initial findings illustrate an overall performance gap that requires strategic attention, particularly in areas that demand higher discipline, accuracy, and consistency.

Further analysis of performance trends over the past several years shows a gradual decline across all evaluated aspects, indicating that the issue is not incidental but systemic. When examined through the established performance categories, the overall assessment places employee performance within a lower classification, underscoring the need for corrective measures. This pattern highlights the importance of addressing both individual and organizational factors that contribute to reduced performance. Strengthening employee competencies, improving the work environment, and enhancing managerial support are essential steps to ensure better performance outcomes in the future (Karnati 2020).

The preliminary survey shows that organizational commitment among employees at the Youth and Sports Office of South Tangerang City remains below the expected standard. Across the affective, normative, and continuance dimensions, employees report low emotional attachment, reduced sense of obligation, and limited desire to stay with the organization. These results indicate that employees do not yet feel fully connected or valued, which may weaken their sense of belonging and motivation. The findings highlight the need to explore the underlying causes of low commitment and implement efforts to strengthen loyalty, pride, and identification with the organization.

Field observations reinforce these results, revealing limited emotional attachment due to minimal recognition and a lack of activities that build internal cohesion. Employees also show weakened normative commitment, reflecting insufficient guidance, support, and trust from leadership. Meanwhile, low continuance commitment is evident as several employees express willingness to leave, citing unclear career paths and limited advancement opportunities. These conditions emphasize the importance of improving human resource

practices to cultivate stronger organizational commitment and enhance workforce stability (Sepahvand, 2020).

The preliminary survey indicates that employees at the Youth and Sports Office of South Tangerang City display emotional intelligence levels below the expected standard across all dimensions. Employees still struggle to recognize their own emotions, regulate emotional reactions, and understand the feelings of others. These gaps in self-awareness, self-regulation, and empathy limit effective communication, emotional stability under pressure, and positive workplace interactions. The relatively low empathy observed is particularly concerning, as it may hinder constructive relationships and reduce service quality. Overall, the findings highlight the need for targeted efforts to strengthen emotional intelligence in order to support better performance and stronger organizational commitment.

Field observations further affirm these patterns, showing that several employees have difficulty identifying emotional triggers and often respond impulsively when facing stress. Challenges in self-regulation are reflected in emotional fluctuations, irritability, and difficulty managing negative impulses during demanding tasks. Empathy also appears limited, with employees showing low sensitivity to colleagues' emotional states and offering minimal supportive communication. These conditions underline the importance of improving emotional intelligence to foster a more collaborative, emotionally balanced, and productive work environment (Boburka, 2020).

The preliminary survey indicates that employees at the Youth and Sports Office of South Tangerang City exhibit spiritual intelligence levels below the expected standard across all dimensions. They face challenges in reflecting deeply, finding personal meaning in their tasks, recognizing broader spiritual values, and maintaining higher levels of self-awareness throughout their work. These limitations show that employees have not fully developed the ability to align their work with deeper purpose or cultivate inner calm and clarity competencies essential for motivation, resilience, and a meaningful work experience. Direct observations support these findings by revealing several practical issues. Employees often perform tasks mechanically without reflecting on their broader significance, indicating limited critical existential thinking. Many struggle to derive personal meaning from their responsibilities, leading to weaker intrinsic motivation and a perception of work as routine. Awareness of deeper spiritual values such as wisdom, inner peace, and meaningful interpersonal connection also appears underdeveloped, affecting emotional balance and workplace harmony. In addition, employees have difficulty maintaining focus and mental clarity during stressful situations, suggesting that higher states of conscious awareness are not yet well-formed. Overall, these conditions highlight the need to strengthen spiritual intelligence to foster a more grounded and resilient workforce (Amram, 2020).

Research Methods

This study adopts a quantitative research design, which serves as a structured blueprint for guiding the entire investigative process. Creswell (2022) explains that a research design outlines the detailed steps for collecting, analyzing, and interpreting data, ensuring that the study progresses in a systematic and coherent manner. Quantitative research, as emphasized by Sugiyono (2023), is grounded in the assumption that social phenomena can be measured, classified, and examined through observable patterns. By employing this

approach, the researcher can objectively assess the relationships among variables and derive conclusions that reflect empirical realities.

In determining the operational structure of the study, the variables were categorized according to established theoretical guidelines. Sugiyono (2023) defines a variable as an attribute or characteristic that varies among subjects and is selected by the researcher to be examined. This study consists of two independent variables Emotional Intelligence and Spiritual Intelligence; one mediating variable Organizational Commitment; and one dependent variable Employee Performance. The data used in this research were obtained from primary sources, collected directly from employees through a structured questionnaire. Following the guidance of Sekaran and Bougie (2020), primary data allow researchers to capture firsthand information that accurately reflects respondents' perceptions and behaviors.

The population of this study includes 250 employees of the Youth and Sports Office of South Tangerang City. Sampling was conducted using recommendations from Hair et al. (2022), who suggest determining sample size based on the number of indicators with an appropriate ratio to ensure model stability, especially in Partial Least Squares (PLS) analysis. With 33 indicators involved, the minimum acceptable sample size using the 5–10 rule is between 165 and 330 respondents. Accordingly, this study employs a sample of 165 employees, representing the minimum threshold required to obtain reliable structural estimation results while maintaining model adequacy. Data collection took place over a one-month period, from July 1 to July 30, 2025.

For data analysis, the study utilizes Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach. SEM is a comprehensive analytical technique that allows researchers to examine complex causal relationships between latent constructs (Ghozali, 2023). Unlike covariance-based SEM, PLS-SEM, as described by Hair et al. (2022), offers greater flexibility because it does not require data to be normally distributed, can accommodate smaller sample sizes, and is suitable for both predictive and explanatory research objectives. The use of PLS-SEM enables this study to assess direct and indirect relationships among variables, evaluate measurement reliability and validity, and generate a more holistic understanding of the factors influencing employee performance.

Result and Discussion

In PLS analysis, the outer model functions as an instrument for assessing the reliability of the relationships between latent variables and their indicators. This model primarily focuses on the relationship between latent variables and the indicators representing the constructs (Hair et al., 2022).

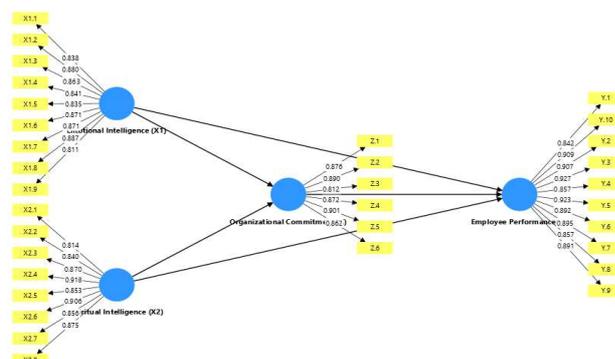


Figure 1 Outer Model

To ensure that the indicators accurately represent the latent variables, it is essential to first assess the validity and reliability of the constructs (Hair et al., 2022). Reliability metrics such as Cronbach's alpha and composite reliability evaluate the internal consistency of indicators, while convergent validity is determined through the Average Variance Extracted (AVE), which indicates the extent of variation captured by the construct relative to measurement error. The fulfillment of these parameters enhances the dependability of the measuring plan and the overall findings of the investigation (Kline, 2023).

Table 1 Validity and Reliability

	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)
Emotional Intelligence (X1)	0.954	0.961	0.732
Spiritual Intelligence (X2)	0.953	0.960	0.752
Employee Performance (Y)	0.971	0.975	0.793
Organizational Commitment (Z)	0.935	0.949	0.756

The results of the reliability and validity assessments demonstrate that all constructs in this research satisfy the necessary measurement standards. The Cronbach's Alpha values for Emotional Intelligence, Spiritual Intelligence, Employee Performance, and Organizational Commitment significantly above the minimal threshold of 0.7, indicating superior internal consistency across their indicators. The Composite dependability (CR) values for each construct surpass 0.7, so affirming the robust dependability of the measurement approach. Moreover, the Average Variance Extracted (AVE) values for all variables exceed the suggested threshold of 0.5. This indicates that each concept accounts for over fifty percent of the variation of its corresponding indicators, thereby satisfying the criterion for convergent validity. Collectively, these findings affirm that the instruments used in this work are both reliable and valid, making them suitable for further structural model analysis.

The inner model in PLS analysis functions as a mechanism to assess the interrelationships among latent variables. This approach emphasizes evaluating the robustness and importance of the structural pathways, illustrating the interrelations among the constructs within the study framework. In PLS analysis, R Square indicates the variance elucidated by the model. According to Hair et al. (2022), these metrics are crucial for evaluating the robustness and validity of the structural model.

Table 2 R Square

	R Square	R Square Adjusted
Employee Performance (Y)	0,823	0,836
Organizational Commitment (Z)	0,737	0,743

The R Square results show that the structural model has strong explanatory power. Organizational Commitment is explained substantially by its predictors, with an R Square value indicating that a large portion of its variance is accounted for by the independent variables. Meanwhile, Employee Performance demonstrates an even higher level of explained variance, confirming that the model is highly effective in predicting performance outcomes based on the variables included in the study. These values reflect a robust structural model capable of capturing the relationships among the constructs being examined.

In evaluating the structural model, the F Square (effect size) is used to determine the proportional contribution of each exogenous variable to the variance explanation of the endogenous variables. F Square elucidates the individual contributions of each predictor variable, while R Square denotes the overall explained variance. F Square values of 0.02, 0.15, and 0.35 indicate small, medium, and significant effects, respectively. This study assists in evaluating the importance of each concept in affecting the model's outcomes (Hair et al., 2022).

Table 3 F Square

	Emotional Intelligence (X1)	Spiritual Intelligence (X2)	Employee Performance (Y)	Organizational Commitment (Z)
Emotional Intelligence (X1)			0.347	0.380
Spiritual Intelligence (X2)			0.463	0.434
Employee Performance (Y)				
Organizational Commitment (Z)			0.396	

The f-square results show that all predictors in the model exert moderate effect sizes on their respective endogenous variables. Emotional Intelligence demonstrates a moderate contribution to both Organizational Commitment and Employee Performance, indicating that improvements in emotional abilities meaningfully enhance employees' sense of attachment to the organization as well as their overall performance. Likewise, Spiritual Intelligence also shows a moderate effect on these two outcomes, reflecting its substantial role in strengthening employees' internal motivation, values, and work effectiveness. Organizational Commitment additionally exhibits a moderate effect size on Employee Performance, suggesting that employees' emotional attachment, sense of obligation, and willingness to remain within the organization play a meaningful part in driving performance outcomes. Overall, the f-square values confirm that each predictor contributes significantly to the model, and that the relationships proposed in the structural framework are supported by meaningful and practically relevant effect sizes.

Alongside analyzing impact magnitude using F Square, it is crucial to check model fit to confirm that the structural model accurately reflects the observed data. In PLS-SEM, two frequently used model fit indices are the Standardized Root Mean Square Residual (SRMR) and the Normed Fit Index (NFI). An SRMR score under 0.08 indicates a favorable model fit, indicating that the differences between the observed and predicted correlations are negligible. Simultaneously, the NFI evaluates the proposed model against a null model, with values approaching 1.0 signifying a superior fit. These indices serve as critical benchmarks for evaluating the overall quality and dependability of the structural model in representing the proposed linkages (Hair et al., 2022).

Table 4 Model Fit

	Saturated model	Estimated model
SRMR	0.044	0.044
NFI	0.972	0.972

The examination of model fit indicates that the structural model meets the necessary goodness-of-fit standards. The SRMR score of 0.044 for both the saturated and estimated models is much below the suggested threshold of 0.08, indicating a robust correspondence between the observed data and the model's projected values. The NFI value of 0.972 indicates an exceptional fit, nearing the optimal value of 1.0, and affirms that the suggested model significantly outperforms a null model. These findings confirm that the structural model is well stated and effectively illustrates the links among the tested components.

To thoroughly assess the structural model, it is essential to examine both direct and indirect impacts (Kline, 2023). Direct effects highlight the immediate impact of one variable on another, while indirect effects illustrate the mediated linkages via intermediate constructs. This dual approach facilitates a comprehensive knowledge of the mechanisms by which exogenous factors influence endogenous outcomes, aiding in the validation of theoretical assumptions and elucidating the causal structure inside the model (Hair et al., 2022).

Table 5 Direct and Indirect Hypothesis Result

	Original Sample	T Statistics	P Values
Emotional Intelligence (X1) -> Organizational Commitment (Z)	0.262	3.818	0.000
Spiritual Intelligence (X2) -> Organizational Commitment (Z)	0.339	5.118	0.000
Emotional Intelligence (X1) -> Employee Performance (Y)	0.199	2.653	0.008
Spiritual Intelligence (X2) -> Employee Performance (Y)	0.235	3.080	0.002
Organizational Commitment (Z) -> Employee Performance (Y)	0.295	3.926	0.000
Emotional Intelligence (X1) -> Organizational Commitment (Z) -> Employee Performance (Y)	0.677	6.697	0.000
Spiritual Intelligence (X2) -> Organizational Commitment (Z) -> Employee Performance (Y)	0.720	7.937	0.000

The results presented in the hypothesis analysis table demonstrate that all direct and indirect relationships within the structural model are statistically significant. Emotional Intelligence shows a positive effect on Organizational Commitment ($\beta = 0.262$; $T = 3.818$; $p < 0.001$) and Employee Performance ($\beta = 0.199$; $T = 2.653$; $p = 0.008$), indicating that employees who can recognize and manage their emotions are more committed and able to perform their tasks more effectively. Similarly, Spiritual Intelligence significantly enhances Organizational Commitment ($\beta = 0.339$; $T = 5.118$; $p < 0.001$) and Employee Performance ($\beta = 0.235$; $T = 3.080$; $p = 0.002$), suggesting that employees who work with meaningful values, ethical awareness, and inner stability exhibit stronger dedication and better performance outcomes. Organizational Commitment itself has a strong direct effect on Employee Performance ($\beta = 0.295$; $T = 3.926$; $p < 0.001$), confirming that greater attachment to the organization increases employees' willingness to put forth their best efforts. Furthermore, the mediation analysis reveals that both Emotional Intelligence and Spiritual Intelligence exert substantial indirect effects on Employee Performance through Organizational Commitment ($\beta = 0.677$ and $\beta = 0.720$, respectively), with high T-statistics and p-values below 0.001, underscoring the pivotal role of organizational commitment as a mediating mechanism. These findings collectively highlight that emotional and spiritual competencies not only influence performance directly but also significantly strengthen performance through employees' commitment to their organization.

Discussion

The statistical analysis shows that both Emotional Intelligence and Spiritual Intelligence have a significant positive effect on Organizational Commitment. Emotional Intelligence demonstrates a path coefficient of 0.262, with a T-statistic of 3.818 and $p < 0.001$, while Spiritual Intelligence shows a coefficient of 0.339, a T-statistic of 5.118, and $p < 0.001$. These results indicate that improvements in emotional and spiritual competencies meaningfully strengthen employees' attachment and loyalty to the organization. This aligns with Argon (2020) and Rafiq (2024), who emphasized that emotional stability promotes stronger commitment, and with Sugiartana (2023) and Gayatri (2024), who found that spiritual values deepen employees' sense of duty and moral responsibility toward their workplace.

The direct effects on performance also show statistically significant results. Emotional Intelligence yields a coefficient of 0.199 ($T = 2.653$, $p = 0.008$), while Spiritual Intelligence produces a coefficient of 0.235 ($T = 3.080$, $p = 0.002$). These findings suggest that employees who can regulate emotions effectively and who work with spiritual awareness tend to perform better, remain focused, and handle work pressures more constructively. This supports the conclusions of Firmansyah (2020) and Fauzi (2023), who observed that

emotional regulation enhances work productivity, and aligns with Ratnasari (2020) and Nani (2021), who noted that spiritual strength fosters discipline, sincerity, and consistent performance. Organizational Commitment also shows a strong direct impact on Employee Performance, with a coefficient of 0.295, a T-statistic of 3.926, and $p < 0.001$. These results indicate that employees who feel connected to their organization are more motivated to give their best effort, meet performance standards, and demonstrate long-term dedication. This finding supports the research of Jannah (2024) and Rachmanda (2024), who highlighted that committed employees exhibit stronger motivation, higher persistence, and better overall work outcomes.

The indirect effect analysis further reveals that Organizational Commitment acts as a significant mediator. Emotional Intelligence influences performance through commitment with an indirect coefficient of 0.677 ($T = 6.697, p < 0.001$), while Spiritual Intelligence shows an even stronger mediated effect of 0.720 ($T = 7.937, p < 0.001$). These findings demonstrate that emotional and spiritual competencies not only enhance performance directly but also elevate performance by strengthening employees' attachment to their organization. This corroborates the findings of Tsamrudin (2024) and Suryawati (2025), who emphasized that Organizational Commitment is a crucial pathway that amplifies the positive effect of emotional and spiritual intelligence on performance. The researchers also concluded that organizational culture plays a strong role in the government environment because it influences employee behavior, increases organizational commitment, and builds public trust. In the context of Dispora, the practical implications are to build a service-oriented organizational culture, increase employee commitment, and improve transparency and accountability. However, this study has potential biases or limitations, such as sample limitations, respondent subjectivity, and limitations of the variables studied.

Conclusion

The study reveals that Emotional Intelligence and Spiritual Intelligence both have a positive and significant impact on Organizational Commitment and Employee Performance at the Youth and Sports Office of South Tangerang City. Emotional Intelligence supports employees in managing emotions and interacting effectively, while Spiritual Intelligence strengthens values, meaning, and purpose factors that deepen commitment to the organization. Organizational Commitment also serves as a key mediator, enhancing the influence of both intelligences on employee performance, meaning that more committed employees tend to achieve better work outcomes. To improve overall performance, the office can strengthen work quality, quantity, punctuality, effectiveness, and responsibility through better supervision, clearer task management, digital reporting, and optimized workflows. Increasing organizational commitment is equally important and can be achieved by building a supportive work environment, reinforcing values, involving employees in decision-making, and providing career development. Emotional and spiritual intelligence can be enhanced through training in self-awareness, emotional regulation, empathy, mindfulness, ethical awareness, and value-based reflection. Strengthening these capacities will improve employee resilience, commitment, and performance. Future researchers can develop more comprehensive research models, use more diverse research methods, conduct longitudinal studies, and develop comparative research to gain a deeper understanding of organizational commitment and employee performance at Dispora.

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