

What is the Importance of Spiritual Intelligence and Management Commitment in Business in the Era of a Pandemic?

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Abstract

The Covid-19 pandemic has become a major challenge for the national fisheries sector in Indonesia. Short and long-term impacts due to the pandemic have the potential to significantly reduce production results from production processes that are not in accordance with the targets requested by the organization, and this results in changes in governance in the organization." In the last 3 years, during the pandemic, frozen food companies experienced a decline in the performance of their managers since there were changes in existing management governance and also experienced a decrease in motivation through the level of desire to leave the company which was still there and this is supported by recording data regarding the turnover rate for employees. the managers. This study aims to analyze the influence of spiritual intelligence on the performance of managers in frozen food companies, through the work motivation of managers, using quantitative methods with a population of 60 managers in frozen food companies with SmartPLS 3.0 analysis. The results of the study show that the influence of (1) Spiritual Intelligence has an influence on the manager's performance; (2) Management commitment has no effect on manager performance, (3) Spiritual Intelligence has an influence on work motivation; (4) Management commitment has an influence on work motivation; (5) Motivation does not affect the manager's performance; (6) Spiritual Intelligence can affect the performance of managers directly, although without going through the mediation of motivation; so from this it shows that the company should pay attention and continue to carry out moral improvement activities such as spiritual activities before work and increase the provision of moral moral guidance to its managers.

Keywords

spiritual intelligence;
management commitment;
work motivation; manager
performance



I. Introduction

The COVID-19 pandemic that has occurred since 2019 until now has had a huge impact on economic, political and social life in Indonesia.

Human Resources (HR) has a major role in every operational activity of a company, it is very important and valuable to be controlled, managed in order to achieve company goals where the main purpose of human resource management is to increase contribution resource

people (employees) to the organization, especially in improving business management in frozen food companies (Mizwaret al., 2019); (Farisi, et al, 2020);(Amelia, et al, 2022); (Costa et al., 2020);(Spiker, et al, 2020).

(Balassiano et al., 2012); (Manurung et al., 2017); (Taha et al., 2020); (Taha et al., 2021) explains that management commitment is the level of identification and engagement of individuals with the organization they enter, where the characteristics of organizational commitment include one's loyalty to the organization, willingness to use business on behalf of the organization, suitability between a person's goals and organizational goals. Management commitment as involvement in and maintaining behaviors that help others achieve goals.

Motivation is a potential energy reserve possessed by an individual to be used and expended which depends on the strength of the drive and the opportunities that exist where the energy itself is desired by workers by using it because of the strength of motives and basic needs, expectations and values of incentives and motivation as well as a person's encouragement. to work, protect, adequate work facilities, a comfortable work environment and pleasant co-workers in support of improving organizational goals (Soelistya et al., 2021); (Tirtayasa, 2019); (Kanat-Maymon, et al., 2020); (Jafari-Sadeghi, 2020).

Many managers are disobedient to go to work on time and some people choose to leave the company, and this shows a decrease in motivation so that the number of discipline and desire to leave the company also continues to increase in frozen food companies, the data on the decrease in motivation can be seen in Figure 1 as following:

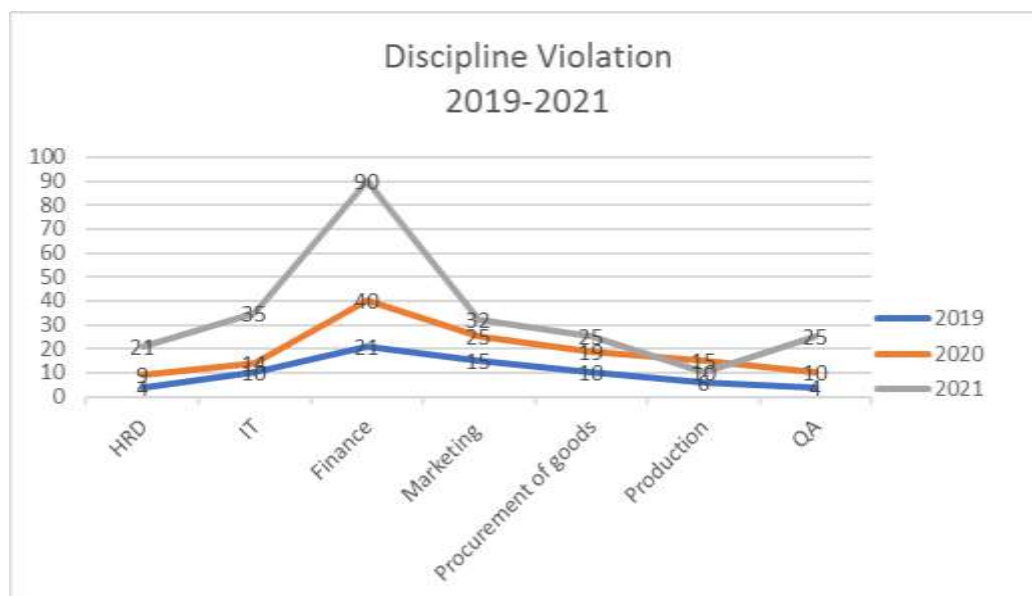


Figure 1. Employee Discipline Violations in 2019-2021
 Source: Personal Data

Apart from the conjectured drop work motivation as well as the level of desire to leave the company is still there and this is supported by recording data regarding turnover and absenteeism rates in figure 2 below:



Figure 2. Manager's Turnover for the Year 2019-2021

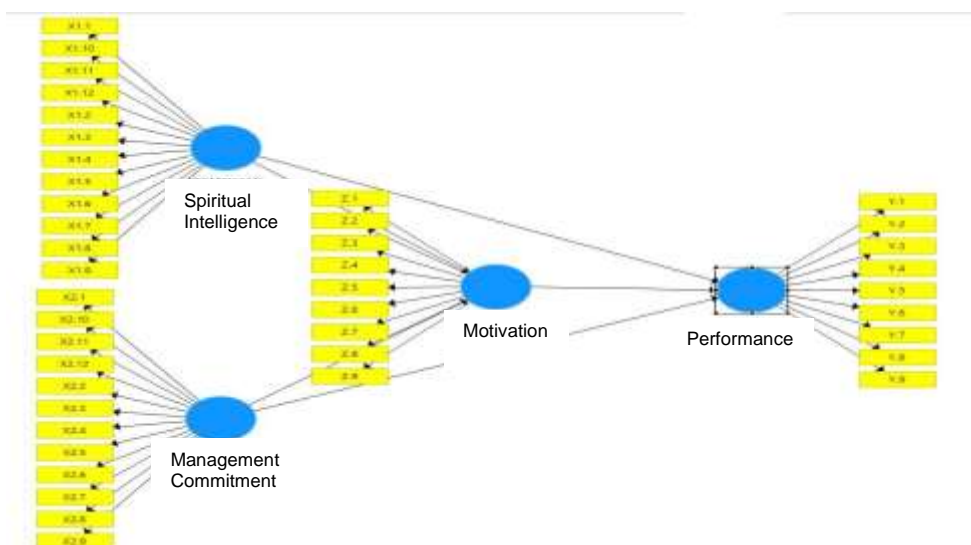
II. Research Method

"Research on the Effect of Spiritual Intelligence on Manager Performance with Motivation as an Intervening Variable uses a quantitative approach and quantitative methods are research data in the form of numbers and perform data analysis using statistical procedures, while the purpose of this study is causality research which has the aim of examining the relationship between the variables to be studied, as stated (Sugiyono, 2016)."

III. Discussion

3.1 Partial Least Square (PLS) Model Schematic

In this study using analysis program Smart PLS3.0 to test the hypothesis, as shown in Figure 2,



3.2 Evaluation Measurement (Outer) Model

Based on the results of the PLS analysis with the PLS Algorithm for validity and reliability tests, the coefficient of model determination and the path coefficient for the equation model, below is the image generated based on the output of the PLS Algorithm Smart PLS, which can be observed in figure 3 below:

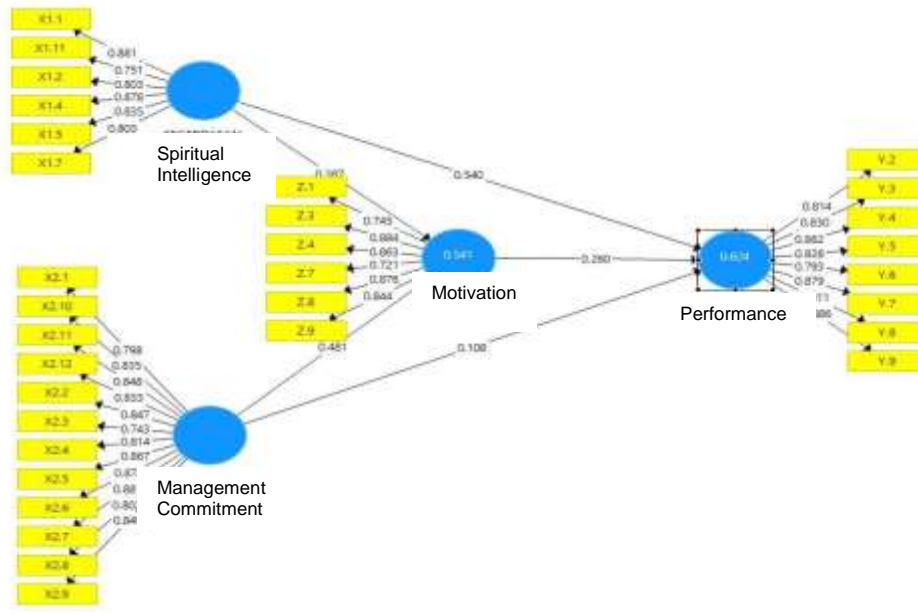


Figure 3. Evaluation Measurement (Outer) Model

3.3 Convergent Validity

Convergent validity based on the measurement model using reflective indicators can be observed based on the correlation between item scores or indicators using construct scores. Reflective Size individual declared as high if it has a correlation of more than 0.70 using the construct to be measured. (Latan and Ghazali, 2016), below is the outer loading value of each indicator in the research variable:

Table 1. Outer Loading Convergent Validity

Indicator	Spiritual Intelligence	Management Commitment	Motivation	Performance
X1.1	0.811			
X1.2	0.813			
X1.4	0.878			
X1.5	0.835			
X1.7	0.803			
X1.11	0.751			
X2.1		0.798		
X2.2		0.847		
X2.3		0.743		
X2.4		0.814		
X2.5		0.867		
X2.6		0.874		
X2.7		0.881		

X2.8		0.802		
X2.9		0.849		
X2.10		0.835		
X2.11		0.848		
X2.12		0.833		
Z.1			0.745	
Z.3			0.884	
Z.4			0.863	
Z.7			0.721	
Z.8			0.876	
Z.9			0.844	
Y.2				0.814
Y.3				0.830
Y.4				0.862
Y.5				0.828
Y.6				0.793
Y.7				0.879
Y.8				0.811
Y.9				0.886

Based on the data in table 1., it can be observed that each indicator of the research variable has a value of outer loading > 0.7 (Latan and Ghozali, 2016). The outer loading value provides fulfillment of convergent validity requirements.

3.4 Discriminant Validity

Discriminant validity is the value of the cross-loading factor which has the benefit of knowing whether the construct has sufficient discriminant, namely by comparing the loading value in the intended construct, more comparisons should be made with other values. Use standard the value for each construct should be more than 0.7. based on table 4. the value of cross loading in each construct has a value of more than 0.7. The following problem shows that the manifest variable in the following research is appropriate to provide an explanation and the latent variable also provides evidence that the entire item itself is valid. Below is the cross-loading value of each indicator:

Table 2. Cross Loading Value

Indicator	Spiritual Intelligence	Management Commitment	Motivation	Performance
X1.1	0.811	0.308	0.510	0.624
X1.2	0.803	0.347	0.437	0.583
X1.4	0.878	0.317	0.500	0.592
X1.5	0.835	0.375	0.483	0.613
X1.7	0.803	0.406	0.522	0.653
X1.11	0.751	0.368	0.481	0.599
X2.1	0.385	0.798	0.527	0.497
X2.2	0.428	0.847	0.514	0.479
X2.3	0.484	0.743	0.480	0.550
X2.4	0.351	0.814	0.451	0.448
X2.5	0.424	0.867	0.670	0.505
X2.6	0.400	0.874	0.592	0.456

X2.7	0.342	0.881	0.619	0.347
X2.8	0.257	0.802	0.583	0.435
X2.9	0.203	0.849	0.479	0.304
X2.10	0.271	0.835	0.565	0.315
X2.11	0.324	0.848	0.470	0.343
X2.12	0.356	0.833	0.425	0.307
Z.1	0.407	0.454	0.745	0.560
Z.3	0.550	0.602	0.884	0.597
Z.4	0.509	0.538	0.863	0.516
Z.7	0.413	0.524	0.721	0.547
Z.8	0.533	0.566	0.876	0.541
Z.9	0.510	0.499	0.844	0.447
Y.2	0.573	0.552	0.604	0.814
Y.3	0.693	0.420	0.525	0.830
Y.4	0.605	0.427	0.573	0.862
Y.5	0.683	0.447	0.657	0.828
Y.6	0.617	0.415	0.525	0.793
Y.7	0.656	0.353	0.561	0.879
Y.8	0.458	0.393	0.375	0.811
Y.9	0.629	0.394	0.486	0.886

Based on the presentation of the data in table 2 above, it can be seen that each indicator in the research variable has the greatest cross loading value for the variables formed, a comparison is made with the cross-loading values for other variables. Based on the results obtained themselves, it can be said that some of the indicators used in the following research already have good discriminant validity for compiling each variable.

In addition to observing the cross-loading value, discriminant validity can also be determined using another method, namely by observing the average variant extracted (AVE) value (Fornell and Larcker, 1981). In (Latan and Ghazali, 2016) describes another test to provide an assessment of the validity of the construct by observing the AVE value.

Table 3. Average Variant Extracted (AVE) Value

Variable	Average Variant Extracted (AVE)
Spiritual Intelligence	0.683
Management Commitment	0.695
Motivation	0.680
Performance	0.703

Based on the presentation of the data in table 3, it can be seen that each research variable has an Average Variant Extracted (AVE) value greater than 0.5. Through this, it can be said that each variable already has good discriminant validity. And the model is said to be good the value is more than 0.50.

3.5 Composite Reliability

Composite Reliability is a part that is used to test the reliability value of several indicators to a variable. A variable can be said to provide fulfillment of composite reliability

if it has a composite reliability value > 0.6 . The table below is the composite reliability value based on each variable used in the following research:

Table 4. Composite Reliability

Variable	Composite Reliability
Spiritual Intelligence	0.907
Management Commitment	0.963
Motivation	0.908
Performance	0.943

Based on the presentation of the data in table 4, it can be observed that the composite reliability value is above 0.70, the following results show that each variable has fulfilled the composite reliability which makes it possible to conclude that all variables have a high level of reliability (Latan and Ghozali, 2016).

3.6 Cronbach Alpha

Test reliability using composite *reliability*. This can be supported by using the Cronbach alpha value. A variable can be said to be reliable or provide fulfillment to Cronbach's alpha if has a Cronbach alpha value > 0.7 . The table below is the cronbach alpha value of each variable:

Table 5. Cronbach's Alpha

Variable	Cronbach's Alpha
Spiritual Intelligence	0.906
Management Commitment	0.960
Motivation	0.904
Performance	0.940

Based on the presentation of the data in table 5, it can be observed that the value of *cronbach alpha* > 0.70 , the following results show that each variable has fulfilled the *cronbach alpha* which makes it possible to conclude that all variables have a high level of reliability (Latan and Ghozali, 2016).

3.7 Structural Model Test or Inner Model

In the following research, an explanation of the results of path coefficient testing, goodness of fit testing and hypothesis testing can be given.

a. Path Coefficient Test

Evaluation *path coefficient* used to show how much the strength of the effect or influence of the independent variable on dependent variable. Meanwhile, coefficient determination (R-Square) is used to measure how much the number of endogenous variables is influenced by other variables (Marcoulides, Chin and Saunders, 2009) stating the results of R2 if score above 0.83 for endogenous latent variables in the structural model indicates that the effect of exogenous variables (which have an influence) on endogenous variables (which is given an influence) is in the good category. Meanwhile, if it produces a number of 0.33 - 0.83 so it is classified in the medium category, and if it produces a number of 0.19 - 0.33 it is classified in the weak category.

Table 6. Path Coefficient

Construct	Path Coefficient	Information
Spiritual Intelligence →Performance	0.540	Currently
Management Commitment →Performance	0.108	Weak
Spiritual Intelligence →Motivation	0.387	Currently
Management Commitment →Motivation	0.481	Currently
Motivation → Performance	0.260	Weak

Based on the description of these results, it shows that all variables in this model have a path coefficient with a positive number. This shows that the greater the path coefficient value on one exogenous variable to the endogenous variable, the stronger the influence between exogenous variables on the endogenous variable.

b. Model Goodness Test (Goodness of Fit)

Based on data processing that has been carried out using the program smartPLS3.0, the R-Square value is obtained as follows:

Table 7. R-Square. Value

Variable	R-Square
Performance	0.624
Motivation	0.541

Based on the table above, it can be seen that the R-square value for the performance variable is 0.624. It is stated that the percentage for the manager's performance is 62.4%. The value for the motivation variable is 0.541. It is stated that the presentation for motivation is 54.1%. The goodness of fit assessment is observed from the Q-Square value. The Q-Square value is equivalent to the coefficient determination (R-Square) in the regression analysis, where the higher the Q-Square, the better it can be stated.

The results of the calculation of the value of Q-Square are:

$$\begin{aligned} \text{Q-Square} &= 1 - [(1 - R_{21}) \times (1 - R_{22})] \\ &= 1 - [(1 - 0.624) \times (1 - 0.541)] \\ &= 1 - (0.376 \times 0.459) \\ &= 1 - 0.173 \\ &= 0.827 \end{aligned}$$

Based on the results of the calculations above, the Q-Square value is 0.827, meaning that it shows a large diversity of research data that can be influenced by the research model, which is 82.7%. Meanwhile, the remaining 17.3% were explained by other factors outside the research model. Therefore, the following research can be said to have had a good and positive goodness of fit. The R Square of Performance (Y) value of 0.624 is higher than the value of R Square of Motivation (Z) of 0.541, so it is stated that this model can be accepted.

c. Live Effect Test

The next test is to observe the significance of the effect between variables by observing the parameter coefficient values and the T statistical significance value using the bootstrapping method (Latan and Ghazali, 2016). In the hypothesis testing test, it can be seen from the t-statistical value and probability value. For hypothesis testing, namely by using

statistical values, for alpha 5% the t-statistic value used is 1.96. So that the criteria for acceptance/rejection of the hypothesis are that H_a is accepted and H_0 is rejected when the t-statistic > 1.96 . To reject/accept the hypothesis using probability then H_a is accepted if the p value < 0.05 .

The table below is the results of hypothesis testing obtained in the following research using the inner model:

Table 8. T-Statistics and P-Values

No	Variable	Original Sample	T-Statistic	P Values
1	Spiritual Intelligence →Performance	0.540	5,173	0.000
2	Management Commitment →Performance	0.108	1.008	0.314
3	Spiritual Intelligence →Motivation	0.387	3,203	0.001
4	Management Commitment → Motivation	0.481	5,171	0.000
5	Motivation →Performance	0.260	1,687	0.092

Based on the data presented in table 4.8. above, it can be seen that of the 5 hypotheses proposed in this study, all of them can be accepted because each of the effects shown has a P-Values value < 0.05 . So it can be stated that the exogenous to endogenous variables have a significant influence. The following is a breakdown of the influence between variables:

1. Spiritual Intelligence on Performance

Based on the table above, it can be seen that for testing the Spiritual Intelligence variable on Performance, the t-statistical value is 5.173 and the -value is smaller than ($0.000 < 0.05$) then H_0 is rejected and thus exists so that it is stated that Spiritual Intelligence has a significant influence on Performance.

2. Management Commitment to Performance

Based on the table above, it can be seen that for testing the variable management commitment to performance, the t-statistical value is 1.008 and the -value is greater than ($0.314 > 0.05$) then H_0 is accepted and thus exists so that Management Commitment has an effect but is not significant. on Performance.

3. Spiritual Intelligence Affects Motivation

Based on the table above, it can be seen that for testing the Spiritual Intelligence variable on performance, the t-statistic value is 3.203 and the -value is smaller than ($0.001 < 0.05$) then H_0 is rejected and thus exists so that it is stated that Spiritual Intelligence has a significant influence on motivation.

4. Management Commitment Affects Motivation

Based on the table above, it can be seen that for testing the variable Management Commitment to performance, the t-statistical value is 5.171 and the -value is smaller than ($0.000 < 0.05$), then H_0 is rejected, so it is stated that Management Commitment has a significant influence on motivation.

5. Motivation Affects Performance

Based on the table above, it can be seen that for testing the motivation variable on performance, the t-statistic value is 1.687 and the -value is smaller than ($0.000 < 0.05$), then H_0 is rejected, so it is stated that motivation has a significant effect on performance.

d. Indirect Effect Test

Testing the indirect effect hypothesis was carried out using the resampling bootstrapping technique method. An alternative approach to testing the significance of mediation (Bollen and Stine, 1990). Mediation Effects of PLS-SEM in (Latan and Ghazali, 2016) based on a theoretical point of view, generally the application of mediation is to explain why there is a relationship between exogenous and endogenous constructs. Before looking at the mediating effect on the mediator variable, it must first be seen whether there is a significant effect on the dependent variable. Therefore, according to Hair et al. in (Latan and Ghazali, 2016) the test of the effect of the mediator variable was carried out after bootstrapping to first see the significance of the effect.

Based on these results, the indirect effect hypothesis will be tested:

Table 9. T-Statistics and P-Values

Hp	Variable	Original Sample	T Statistics (O/STDEV)	P Values
6	Spiritual intelligence -> Motivation -> Performance	0.101	1.431	0.153
7	Management commitment -> Motivation -> Performance	0.125	1.468	0.143

Based on the results of the indirect test calculation, it is known that:

1. The total influence of spiritual intelligence on performance through motivation obtained T statistics of 1.431 and P-values of 0.153. P-values > 0.05 then there is no significant effect.
2. The total effect of management commitment on performance through motivation obtained T statistic of 1.4468 and P-values of 0.143. P-values > 0.05 then there is no significant effect.

3.7 Result Interpretation

a. Spiritual Intelligence on Performance

Based on the table above, it can be seen that for testing the Spiritual Intelligence variable on Performance, the t-statistical value is 5.173 and the -value is smaller than ($0.000 < 0.05$) then H_0 is rejected and thus exists so that it is stated that Spiritual Intelligence has a significant influence on Performance.

The condition of the spiritual intelligence of the managers in the Company is adequate for their performance, so consistency is needed to maintain the rhythm of their work. If spiritual intelligence is increased, the performance of managers will also increase. This strong spiritual culture condition creates a condition of mutual trust, openness and honesty among employees. Tolerance towards fellow teams in the company makes employees able to work more happily, balance between work and personal interests, and balance between duties and services.

Managers have been able to give meaning that work is worship, so that it can be implemented in every behavior and activity. With their spiritual intelligence, managers also seem to have calm at work, mutual respect and compassion for others and are always grateful for what they have. Managers can communicate well, are able to see things from a wider and

complex perspective and are able to receive input as a provision in overcoming all the pressures of their work.

The results of this study are also supported by research (Vasconcelos, 2020) which states that there is an influence of spiritual intelligence on Work Life, and also the opinion of his research (Al Eid, et al., 2021) that there is a positive influence of spiritual intelligence and religious leaders on performance.

b. Management Commitment to Performance

Based on the table above, it can be seen for testing the variable management commitment to performance obtained the t-statistical value is 1.008 and the -value is greater than ($0.314 > 0.05$) then H_0 is accepted and thus exists so that Management Commitment has an effect but is not significant on performance.

Change management has been carried out by the company to maintain the continuity of its business. These changes are adjusted to the Company's short-term and long-term goals. This is done with the aim that these changes bring the Company to adapt to existing changes and can always survive and be able to compete with its competitors.

Management commitment is not yet fully understood directly by employees. Socialization and implementation of management commitments in the Company are also felt to be lacking. This condition makes it difficult for managers to deal with change, considering that management as a role model for employees is required to have a high commitment to change. Management has a great influence on the way of thinking and positive emotions of employees so that employees work not only because of carrying out work obligations (normative) but also for reasons of perceived benefits and positive emotions that are felt (effective) thereby creating an emotional attachment to the company.

The results of this study are not supported by his research (Asbari et al., 2020); (Purwanto et al., 2020) there is an effect of management commitment on performance, and also his research (Hakim et al., 2021) there is an effect of management commitment on performance, while (Chaerunnisak et al., 2020) supports that organizational commitment does not lead to managerial performance.

c. Spiritual Intelligence Affects Motivation

Based on the table above, it can be seen for testing the Spiritual Intelligence variable on performance obtained the t-statistical value is 3.203 and the -value is smaller than ($0.001 < 0.05$), then H_0 is rejected and thus exists so that Spiritual Intelligence has a significant influence on motivation.

Spiritual Quotient (SQ) / Spiritual Intelligence (SI) in the Company's work environment was created from its inception. The founder of the company always organizes activities related to employee spirituality. Existing values (such as honesty, trustworthiness, etc.) are understood and implemented in the work so as to motivate employees to be able to be open, easier to accept input and criticism, easily rise from any problems encountered, more resistant to stress and more cheerful in the face of working conditions.

For this reason, the company's management is expected to continue to maintain intelligencespiritualthis employee. Honesty, trustworthy, communicative and wise are the honors (honor) in working from the leadership, including managers so that they are able to anesthetize other employees to continue to be able to provide positive energy, be happy and feel satisfied in living their work life. Encourage the development of creativity, participation inactivityand providing the best position makes managers to always think positively and become better people so that they are able to become whole persons, able to rise from failure and not fall into suffering.

The results of this study are also supported by research (Anasrulloh, 2016) which states that spiritual intelligence has a positive and significant effect on work motivation, employees will be motivated to work if they do something in accordance with their responsibilities and have positive values in life while research (Fakhrian et al., 2022) explains that the direct influence of spiritual intelligence on performance employee and indirectly through work motivation

d. Management Commitment Affects Motivation

Based on the table above, it can be seen for testing the variable Management Commitment to performance obtained the t-statistical value is 5.171 and the -value is smaller than ($0.000 < 0.05$) then H_0 is rejected and thus exists so that Management Commitment has a significant effect on motivation.

This management commitment encourages the willingness of employees to be able to communicate between departments better. There is a will to cooperate. These inter-employees create conditions for internal communication between departments to run more effectively and are maintained so that the communication process makes each department adapt quickly to achieve its goals for the common good.

An egalitarian culture (all the same) is formed in the Company, where employees at all levels can respect each other. Everyone has the same rights and opportunities in many ways at the company such as getting promotions, promotions, union activities, etc. It is hoped that this increase in management commitment will further encourage managers' motivation to stay in the company, be loyal, stay focused and consistent in achieving company goals as a form of loyalty, whether in easy or difficult conditions, happy or difficult, or light or heavy.

The results of this study are also supported by research (Farida, Iqbal and Kurniasih, 2016) which states that organizational commitment has a strong contribution or influence on work motivation, which is also supported by research (Oentario and Tarigan, 2015) explaining that top management support provides increased effectiveness work through communication and collaboration so as to improve company performance.

1. Motivation Affects Performance

Based on the table above, it can be seen for testing the motivation variable on performance obtained the statistical t value is 1.687 and the -value is smaller than ($0.000 < 0.05$) then H_0 is rejected and thus exists so that it is stated that motivation has a significant effect on performance.

Managers who work the majority of their tenure is over 10 years. This makes the provision of work motivation less influential on the performance of managers. Giving motivation is a factor that is less dominant in improving its performance. Managers can work more actively and seriously in doing their jobs and are more motivated because they think that work is worship for themselves so that sincere work attitudes can be appointed in their daily lives and not solely for the sake of making money or positions. His work motivation is not only looking for money, but more than actualizing one's potential to get halal sustenance.

The results of this study are in line with research (Shin et al., 2019) stated that motivation, as the main intermediary variable affecting employee performance, (Makki and Abid, 2017) also conveyed the influence of intrinsic and extrinsic motivation on employee performance.

2. Spiritual Intelligence on Manager Performance through Motivation Mediation

The total influence of spiritual intelligence on performance through motivation obtained T statistics of 1.431 and P-values of 0.153. P-values > 0.05 then there is no significant effect.

When compared to the original sample value between H1 and H6, namely spiritual intelligence on performance is 0.540 greater than spiritual intelligence on performance through motivation, which is 0.101, then this shows that spiritual intelligence can affect performance directly even without going through motivation.

The results of this study are not in line with his research (Michopoulou and Jauniškis, 2020); (Vasconcelos, 2020) say that Islamic spiritual intelligence and its influence on managerial positions and work life and also supported by research (Al Eid, et al., 2021) explains that spiritual and religious intelligence of leaders have a positive effect on performance and (Octavia, et al., 2020) says that personality, emotional intelligence and spiritual intelligence have a positive effect on employee performance. Spiritual intelligence has the most influence compared to personality and emotional intelligence.

3. Management's Commitment to Manager's Performance through Motivational Mediation

The total effect of management commitment on performance through motivation obtained T statistic of 1.4468 and P-values of 0.143. P-values > 0.05 then there is no significant effect.

When compared to the original sample value between H2 and H7, namely management's commitment to performance is 0.108, it is smaller than management's commitment to performance through motivation, which is 0.125, then it shows that management commitment can affect performance and must go through motivational mediation.

The results of this study are not in line with research (Dewi, et al., 2017) which explains that top management commitment has a positive effect on user satisfaction which has an impact on research performance and opinions.

IV. Conclusion

From the results of testing and discussion, it is concluded that the competencies in the Plastic Woven Packaging Manufacturing Company there needs to be attention and improvement for its employees, and leadership style also needs to be consistently carried out well so that employees are more comfortable at work because Compensation cannot influence directly employee performance without through mediation Leadership style.”

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