

SPIRITUAL INTELLIGENCE: A SOURCE OF IMPROVED EMPLOYEE PERFORMANCE THROUGH ORGANIZATION COMMITMENT

Zara Tahir, PhD Scholar, International Islamic University, Islamabad.

Email: zara.tahir@iiu.edu.pk

Atiq-ur-Rehman, Email: atiq19@gmail.com

Abstract. *The purpose of this study is to present an analysis on the impact of spiritual intelligence on the organizational commitment of the employees and their performance. It also looks at the mediating role of organization commitment between the spiritual intelligence and employee performance in the Telecom sector of Pakistan. Relationship of the seven major themes of the spiritual intelligence also known as dimensions of spiritual intelligence have also been individually tested with organization commitment. Questionnaire distribution method was used to conduct this research. The total numbers of respondents were 258. Respondents belong to different service providers and mobile phone operators. People surveyed are all employees of the stated companies. The findings of this research paper indicate that all of the dimensions spiritual intelligence are positively correlated with organizational commitment and there is a significant evidence that the organizational commitment serves as a mediator between the spiritual intelligence and employee performance. This paper encourages the companies that they should focus on the development and promotion of the spiritual intelligence in the employees in order to increase their level of organizational commitment and performance.*

Key words: Spiritual intelligence, dimensions of spiritual intelligence, organization commitment, employee performance.

Introduction

It has been said early in the 20th century that a person with a high score on the emotional intelligence would succeed in the upcoming life. By the mid of the 1990s it was established that those who have high score on the emotional quotient (EQ) and the intelligence quotient (IQ) being the same will have more higher chances of having a successful life ahead and the rationale for it was that those people have the ability to manage the emotions not only theirs but also those of the other people in a much better way. By the end of the same century

it was actually recommended that there is another very significant measure of intelligence i.e. the spiritual intelligence (SI) and it reflects the spiritual quotient. Not this is considered as the highest level of intelligence. This is responsible for the smooth performance of both the Intelligence quotient and the emotional quotient. This allows people with significantly higher scores to be more innovative and to modify the tenets and allows them to develop the ability to differentiate (Ahuja & Ahuja 2015).

There is a dearth of work done in the field of spiritual intelligence and it has been recommended in previous studies to study the relationship between the SI and different functions of organization. Current study is supposed to analyze all the dimensions of the SI with EP and AOC

There is a need to study the application of the development of spiritual intelligence and its promotion amongst the people working in different sectors in Pakistan in order to improve their level of commitment with their organization which leads towards the improvement of the performance of the organization. This can be done through the application of the human excellence model which helps the development of the human excellence through the enhancement of the spiritual intelligence. The study intends to determine that Spiritual intelligence if measured and incorporated properly can prove to be an effective tool to improve the performance of an organization through the improvement in the level of the affective commitment of the organizations since the spiritual intelligence is expected to promote a positive attitude towards the work and the people in the surroundings.

Literature Review

From the general concept of the spirituality to the particular competencies which lead towards improved performance of the organization is not very much obvious since there are many interpretations of the spirituality and there are many contexts of the performance of an organization. For these causes the researchers have shifted, their concentration from the insubstantial territory of spirituality to the physical and unusual features of spiritual intelligence. The developing frameworks of the spiritual intelligence have proved to provide a more substantive influence positions for the progress of the reasonable connections to the organizational effectiveness as well as the leadership development. This has helped the researchers use the spiritual intelligence in the development of the productive and affective techniques to improve the efficiency and effectiveness of the organizations in a more reasonable way over time which gives more usability of the spiritual intelligence. There are there major frameworks which have actually rose during the past few years out of which one is by Emmons (2000) then there is one by Hart Willower (2001) and

then there is one of the most famous one that has been developed by Zohar and Marshal (2000)

Spiritual intelligence

The divine scheme of formation is an excellent arrangement in which humans have substantial/physical, emotional and mental differences. Amongst these humans, there are equally weak minded and also the gifted groups. Some of the percentage of that groups is mentally senior than the other ones so they are called gifted ones. According to Baum (1986), "a gifted being is the one who reflects, or has the prospective of reflecting an outstanding stage of performance either one or even more than one areas of terms". Spiritual intelligence is significant to help an individual in finding the earnest and most interior resource from where the ability to concern, the command to tolerate and settle in, is obtained. At the workplace, it helps personnel in the circumstance of associations and bring into line personal values along with a clear sagacity of purpose that reveals a high intensity of integrity at work. The contemporary lessons of giftedness are related to the psychology of personality differences. During the nineteenth, the twentieth, and the twenty first centuries respectively, the psychological measures of the intelligence, the motivation and creativity, have provided the basis for the development of the understanding of giftedness (Robinson & Clinkenbeard, 2008). At these times only the concept of the spirituality was being studied for the purpose of validation i.e. either it exists or not and if it exists does it actually have any impact on causing the individual differences amongst the personalities of the people or not. The studies of this nature really contributed in the early development of the concepts of the giftedness which lead to the belief that yes there is something other than only the emotional and mental intelligence which is more about the ability of giving different meanings to the life and that varies amongst the individuals which causes major differences in how they perceive life and interact with the problems opportunities and even people around them. The natural ability in some of the people to handle situations differently is because of the gift they have in them and the gift is spirituality. These concepts were further refined in the coming times through more thorough studies in this regard.

Dimensions of spirituality

Hanefar, Siraj, and Sa'ari (2014) conducted a study to and proposed that the spiritual intelligence is the most important value of the holistic education. They developed a model in order to develop the elements of the spiritual intelligence they did the content analysis and used two very prominent texts. One was the *The Ummatic Paradigm of Psychology* by Hasan Langgulung and the other one was *The Ihya Ulum Ad-dub* by Imam Ghazali. They identified

seven elements of spiritual intelligence (SI) and they also developed a model of spiritual intelligence for human excellence. The text has very uniquely defined the elements of the spiritual intelligence which we have been adapted as the dimensions of the spiritual intelligence in our study. They are being outlined and briefly discussed as below:

Purpose or meaning of life: Persons with elevated spiritual intelligence must have the aptitude to ponder upon the cause of being sent in this world and also recognize the link of their soul with Allah.

Consciousness: Those persons with elevated spiritual intelligence must have a superior altitude of consciousness in which, they be acquainted with their genuine self and also they live deliberately with a lucid mind and polished consciousness.

Transcendence: It has been defined as the ability of a human being to move beyond the consciousness that is self-centered and to observe and analyze the things in the surroundings without any conditioning in the subject study that we are referring to this has been considered from the perspective of Allah that how the humankind is linked to Allah.

Spiritual resources: This is considered as one of the most important elements of the spiritual intelligence, since it refers to the capability of the individuals go for the utilization of the spiritual resources in order to solve the problems that they face.

Self-determination: The eventual apprehension of a being is resolute to attain self-actualization, that too not just materially or physically but also most importantly in the course of spiritual achievement.

Reflection-soul purification: For people to have a elevated spiritual intelligence stage, they must mirror upon themselves also their earnest motivation to look for, meaning in life.

Coping with obstacles: The capability to deal with obstacles includes the cognitive ability. Coping is a course in which persons endeavor to administer with complicatedness and any life obstruction or pressures. Coping does not necessarily just involves balanced thinking, but also the emotional and spiritual thinking.

Having discussed in detail the concept of spirituality the quotient of the spiritual intelligence and its major elements lets now move ahead with the discussion of the available literature for the remaining two major variables of our study which will help us analyze the existing work and also for the

development of the hypothesis and constructs for the measure of these variables

Organization commitment

The concept of the organizational commitment has been operationalized as the association and level of the involvement of an individual to the organization he works for. It is defined in many different ways for example it can be taken as a person's belief in the values and the goals of an organization that too at a very high level. Then it can also be viewed as person's willingness to put in effort to achieve the targets on the behalf of that organization. It is also associated with the level of desire a person holds to remain a member of the organization he is working for currently (Willower and Halt 2001) these definitions help us understand that already much work has been done to develop and operationalize the concept of the organization commitment.

There has been a lot of research conducted in the domain of the organization commitment mostly in the context of the organizational psychology and most of the scholars have attempted to lead the research to the direction where we identify that what are the exact consequences of having committed employees in the organization. The study conducted by David & Caldwell (1990) clearly indicated that there are many positive factors that are associated with the committed employees but the literature has very few studies that have worked on the concept of the organization's participation in formulating the committed behavior of the employees towards the organizations. There have been attempts made in order to understand the factors that drive the commitment through the study of the antecedents of the organization commitment.

Meyer and Allen (1991) segregate organizational commitment, into three distinct positions: the affective, the continuance, and the normative. The affective commitment actually refers to, participation, identification and also affective attachment of an employee to an organization, which means that the staff which have a strong level of the affective commitment will remain attached to the particular organization because they feel like keeping their current jobs. The concept of Continuance commitment then refers to the kind of commitment that is based on the awareness of the staff about the loss and damage that they might acquire in case they leave their current job. Consequently, the personnel remnants in the same company with a tough commitment that too because of force or even because of the personal give up related to quitting the current organization. Lastly there is the normative commitment that is formulates based on sagacity of commitment towards the organization. Workers with strong level of normative commitment that remain in the subject organization actually feel obliged to hang about. Those

employees with a stronger level affective commitment are the ones that agree to changes in positions where the changes will not change the subject organization's goals in fact they benefit the organization. So based on these findings we can categorize the organization commitment in to different meaningful categories and the previous literature has based the studies on the same categories. This has served to be the key finding in the context of the organization commitment which thankfully is benefiting all the scholars. We in our study are going to focus mainly on the affective commitment of the employees towards the organization.

Kalantarkoush, Sharghi, Soleimani, and Ramezani (2014) conducted a study in which they explored the relationship between the organizational commitment and the spiritual intelligence and they were able to confirm the presence of a positive relationship between the spiritual intelligence and the organization commitment. They only inquired the relationship from the level of association i.e. only correlation analysis was done and there is a gap of regression analysis which needs to be done in order to confirm that by what level does the organization commitment gets impacted by the spiritual intelligence. Moreover, the study did not include the dimensions of the spiritual intelligence they only focused on the overall spiritual intelligence quotient. Another focus of the study was to check the different levels of the impact in the people based on their gender they confirmed that the levels of both the spiritual intelligence (SI) and the organization commitment (OC) have been found in higher levels in the male participants of the surveys conducted by them.

Employee performance

Many contemporary organizations are placing a greater emphasis on their performance management systems as a means of generating higher levels of job performance. Gruman and Saks (2011) suggest that producing performance increments may be best achieved by orienting the performance management system to promote employee engagement. To this end, we describe a new approach to the performance management process that includes employee engagement and the key drivers of employee engagement at each stage. We present a model of engagement management that incorporates the main ideas of the paper and suggests a new perspective for thinking about how to foster and manage employee engagement to achieve high levels of job performance.

Team is an important part of an organizational design. One aspect that organization can't ignore is the importance of team members; they are the precious assets of any organization. In order to devise any strategy that benefits the organization it is very essential to understand what triggers the performance of its employees (Riaz, 2010).

Employee performance is an essential tool for an organization. It is not the effort of a single person. It's the struggle of the team. It has strong relationship with the end to achieve organization's goal. This highlights the importance of the employees in the success of an organization in achievement of the goals. However, what are the motives that compel employees to perform highly is beyond the scope of this paper.

The importance of the employee performance has always been stressed upon in literature and actual managerial practices since they are most of the times the point of contact of the customer. They are the ones who represent the organization in both good and bad way depending on their level of performance and understanding of the organizational goals. In one such study the authors were able to prove that customer and frontline employee participation in specific stages of the new service development process indirectly affects sales performance and project development efficiency outcomes. According to Melton & Hartline (2010) in the success of any organization, the performance of the employees is highly critical.

Psychosocial research within the organizations has exposed that while people are in a setup of working together, they might share their set of beliefs and emotional experiences thus, show related motivational and behavioral examples (George, 2000) feel joint emotions, group moods, or a group emotional tone; share perceived collective efficacy (Bandura, 1997, 2001).

This study hypothesized that through the application of the spiritual intelligence human excellence leads to achieve the organizational commitment of the employees which will lead towards the improved performance of the employees. Besides, there also exists a direct relationship between spiritual intelligence and employee performance which is further enhanced by the intervention of the organization commitment (here affective commitment only). On the basis of the extant literature this study has the following hypotheses:

Hypothesis

- H1: Spiritual intelligence has a positive relationship with Organization Commitment.
- H2: Spiritual Intelligence has a positive relationship with the employee performance.
- H3: Spiritual intelligence has a positive effect on the affective organization commitment.
- H4: Organization commitment has a positive effect on the employee performance.

H5: Organization commitment moderates the relationship between the spiritual intelligence and employee performance

Research Design

The current study has used the quantitative method which is acknowledged for its precise nature and reliability to examine the data. Primary data has been collected through questionnaire while secondary data has been collected from published articles, etc. The study has employed an adapted instrument. For each of the variable Likert Scale has been used. In this study the population of the study is employees of the telecom sector of Pakistan. The Sample size of this study is total of 258. Random sampling has been done in order to collect the data due to time and cost constraints.

The unit of analysis is essential to be determined that whether the research going to be conducted on individual or a specific group of people or that the research will focus on the organization level. In this research the National level organizations (public) and multinational organizations (private) are the unit of analysis. Since the questionnaire being used was already tested so content validity was not an issue. However, reliability has been checked. The results of the reliability check are given in table 1. All the values are above 0.70.

Table 1 *Reliability Statistics*

Variables	N	Cronbach's Alpha
SI	7	.942
AOC	5	.811
EP	5	.897

Data collection method and analysis

A total of 300 were distributed out of which 292 were received back but only 258 were analyzed because the rest were found incomplete and were excluded from the analysis.

Data analysis is one of the most fundamental portions of research. It not only fulfills the actual objectives of the research but also gives new dimensions to the future researchers by creating new questions. SPSS was used to record the data and then analysis and interpretation was done using regression analysis and T-test.

Results

70% of the respondents were male and 30% were females. The average age ranged between 31 to 35 years. The average respondents had masters level of education. The results indicate a general trend of the response of the variables under study. The mean values of the date range are 2.30- 2.5 which show that the responses were inclined towards agreeableness. The response rate was 86 % and the Cronbach’s alpha ranged from minimum of 81% to a maximum of 94%. The threshold of the 70% was met fully so the instrument had proved to be reliable for use as a means of data collection. Correlation showed a positive relationship of all the variables amongst each other.

Variables	EP	OC	SI-1
EP Pearson Correlation	1.00		
AOC Pearson Correlation	0.765**	1.00	
SI- Pearson Correlation	0.714**	0.767**	1.00

Results of the regression analysis are shown in table 2.

STEP S	IV	DV	R	R-sq	A.R Sq-	F-stat	Unstd B	Std B	t	Sig
1							0.273		-6.1	.00*
(const)										*
	Dimns of SI	EP	0.71	0.64	0.63	45.47	1.077	0.71	60.2	.00*
2							-		-4.6	.00*
(const)							0.386			*
	Dimns of SI	AOC	0.77	0.74	0.74	1290	1.203	0.77	35.9	.00*
3							7.95		1.65	.00*
(const)										*
	AOC	EP	0.77	0.73	0.73	3452	0.267	0.77	7.25	.00*
4							0.816		58.8	.00*
(const)										*
	Dimns of SI +AOC	EP					-		-2.5	.01*
	C		0.79	0.77	0.77	9247	0.969	0.79	96.2	.00*

Analysis and Discussion of Results

The results of the current study indicate that dimensions of the spiritual intelligence have a positive impact on the performance of the employees of an organization and which substantiate the results of the previous studies (e.g., Zohar & Marshall, 2000; Chin et al., 2011). Our study provided similar results.

Kalantarkoush, *et al.* (2014) studied the association between spiritual intelligence and organizational commitment of personnel from different universities. Their results showed that the level of spiritual intelligence as well as the organizational commitment assorted between the genders i.e. males and females. In the current study, males achieved a higher score in both variables. A significant relationship has proved to have been shown to be present among SI and OC of an organization's workers. When the individual's SI increases, the OC will also increase.

Similarly for the impact of the spiritual intelligence on the performance of the employees, the results of the current study are in line with the study conducted by Mckeage (2002). The results also validated that performance of an employee can be significantly improved through the spiritual intelligence and hence the application of the human excellence model is further confirmed.

The results have supported all the hypotheses of the study and therefore, validated the previous results of such studies. The existence of a direct relationship between the spiritual intelligence and employees' performance which is further enhanced by the intervention of the organization commitment (affective commitment here). The mediating role of organization commitment has also been validated.

Future Recommendations

The future researchers are recommended to go for data collection not only from the local employees and customers but including the other branches of the selected organization and studying the demographic trends in the reasons of internal and external customer's satisfaction and their linkage. This will help to neglect the cultural bounds and stereotypical responses and a more diverse and strong result will be achieved. Followed to the above suggestion the increase of sample size and inclusion of equal number of employees from all layers of organization structure through stratification is also suggested for a better and clearer result.

Conclusion

Spirituality of a person has great bearings on one's life and which should not be ignored. In the work life the profit oriented organizations usually forget that humans also have their personal needs some of which are not related to the material aspects of life. They are related to a broader level which is mostly related to the meaning of the life. The way humans respond towards certain situation and problem is defined by the level of spirituality has and that makes spiritual intelligence an important quotient just like the emotional quotient and the intelligence quotient. The subject study adapted an already tested model which had been constructed through content analysis of the teachings of the famous religious scholar Imam Ghazali. The results proved that the level of the spiritual intelligence of a human can determine his level of commitment towards the organization that he works for and as the level of the spiritual intelligence increases the commitment increases also there is a significant linkage of the spiritual intelligence on the performance of the employee. This proves the significance of the spiritual intelligence in the improvement of the on job commitment and performance of an employee hence this factor should not be ignored and it should be encouraged for employees to identify and explore spiritual intelligence and incorporate spirituality in their daily lives since this will lead towards the benefit of the organization itself.

References

- Ahuja, S., & Ahuja, A. (2015). Impact of emotional, cognitive & spiritual intelligence on quality of life: giving inner peace. *International Journal of Research in Economics and Social Sciences*, 5(7), 1-8.
- Baum, S. (1986). The gifted preschooler: An awesome delight. *G/C/T*, 9(4), 42-45.
- David F. Caldwell, J. A. (1990). Building organizational commitment: A multifirm study. *Journal of Occupational Psychology* 63 , 245-261.
- Emmons, R. A. (2000). Is spirituality an intelligence? Motivation, cognition, and the Psychology of ultimate concern. *International Journal for the Psychology of Religion*, 10, pp. 3–26.
- Emmons, Robert A. (2000). Spirituality and intelligence: Problems and prospects. *The International Journal for the Psychology of Religion*, 10(1), 57-64.
- George, M. (2006). Practical application of spiritual intelligence in the workplace. *Human Resource Management International Digest*, 14(5), 3-5.

- Hart, D., & Willower, D. (2001). Principals' organizational commitment and school environmental robustness. *Journal of Educational Research*, 87(3), 174-179.
- Liao, Y. H. (2011). Leader emergence: The role of emotional intelligence and motivation to lead. *Leadership & Organization Development Journal*, 32(4), 320-343.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61-89.
- McKeage, L. T. (2002). Linking emotional intelligence, spirituality and workplace performance. *Journal of Managerial Psychology*, 17(3), 203-218.
- Robinson, A., & Clinkenbeard, P. R. (2008). History of giftedness: Perspectives from the past presage modern scholarship. *Handbook of Giftedness in Children*, 13-31.
- Travis, D. P.-W. (2008). Constructs, methods, and measures for researching spirituality in organizations. *Journal of Organizational Change Management*, 17(1), 62-82.
- Williams, L. J., & Hazer, J. T. (1986). Antecedents and consequences of satisfaction and commitment in turnover models: A re-analysis using latent variable structural equation methods. *Journal of Applied Psychology*, 71, 219-231.
- Zohar, D., Marshall, I., & Marshall, I. N. (2000). *SQ: Connecting with our Spiritual Intelligence*. Bloomsbury Publishing USA.