

## EFFECT OF SPIRITUAL INTELLIGENCE ON JOB PERFORMANCE

**Sheetal**

Associate Professor, Gitarattan International  
Business School

**Madhumita Roy**

Student, Gitarattan International Business  
School

### Abstract

Employees today face tremendous stress at the workplace due to increased competitiveness, changing and evolving technologies and lack of work-life balance. As a result employees feel hollow and dissatisfied at workplace resulting in negative impacts on their job performance. Gardner's theory of multiple intelligences has led to research in different areas of research. Emmons draws on Gardner's definition of Intelligence and proposed that spirituality can be viewed as a form of intelligence because it predicts functioning and adaptation and offers capabilities that enable people to solve problems and attain goals. The present research is conducted to explore the relationship between various aspects of spiritual intelligence and job performance. The study has taken a sample of 80 working professionals from the private sector. The results show positive correlation between the spiritual intelligence and job performance. The managerial implications of the study are to train employees on spiritual intelligence to improve upon their job performance.

**Keywords:** Spiritual Intelligence, Job Performance and Multiple Intelligences

### Introduction

Gardner (1983) originated the theory of multiple intelligences and suggested that there can be multiple types of intelligence other than only intellectual intelligence. This led to the development of research in other areas as well resulting in the popular theories related to Emotional intelligence (Goleman, 1995). Gardner defined intelligence as a set of abilities that are used to solve problems and recreate products that are valuable within a cultural setting or community. Emmons working on the theory Gardner suggested that spirituality can also be viewed as intelligence. Later various other authors have developed on the concept and build on the relationship between spiritual intelligence and job related attitudes. The present research builds on the premise that there is a relationship between job performance and spiritual intelligence.

Amram (2007) defined 7 major themes that were simplified into 5 domain scales in the research whereby 22 Subscales are further categorized into 5 domains such as Consciousness, Grace, Meaning, Transcendence and Truth. These domains are defined as:

**Consciousness:** It is the development of the refined awareness and self knowledge, featuring intuitive trans-rational knowing, mindfulness and spiritual practices.

**Grace:** Living with alignment with the sacred, manifesting trust in and love for life that is based on gratitude, beauty and joy.

**Meaning:** Experiencing significance in daily activities through a sense of purpose and a call for service, including in face of pain and suffering.

**Transcendence:** Going beyond the separate egoist self into an interconnected wholeness including a holistic systems worldwide and the nurturing the human relationships through empathy, compassion, loving-kindness and I – Thou orientation.

**Truth:** Living in open acceptance, forgiveness, curiosity and love for all that is (all creation), including respect for the wisdom of multiple spiritual traditions.

### Review of Literature

Aggarwal, Shrivastava & Sharma (2017)

stated that Intelligence can be categorized into intellectual, emotional and spiritual but sometimes SI is misunderstood as something related to religion but in reality it is possible to be 'spiritual' without being religious. Amram & Dyer (2008) describes the development and preliminary validation of an ecumenical measure of Spiritual Intelligence (SI), the Integrated Spiritual Intelligence Scale. He concluded that SI can be applied to solve specific problems by taping specific abilities such as using intuition or taking a holistic systems perspective to solve problems more globally. It also focuses on the fact that other than solving specific problems, SI can be applied in every moment of daily life to experience greater meaning and wellbeing by exercising SI abilities such as mindfulness, presence and even in the of pain and suffering.

Researcher analyzed that spirituality at work and to discover how spirituality improves educator's performance and institutional effectiveness Kulshrestha & Singhal (2017) the article introduces aspects of probable welfare and requirements of carrying spirituality into the workplace; providing

suggestions for teachers to incorporate spirituality positively in institutions.

Jurkiewicz & Giacalone (2004) the researcher states that the workplace spirituality values framework is definable, that these values have a positive impact on employee and organizational performance, and those organizations can exhibit varying degrees of these values through the work processes, policies and practices that constitute their culture. A greater emphasis is given on culture by linking it with performance.

Torabi & Javadi (2013) reviewed the impact of Spiritual Intelligence on Job Engagement whereby the research has predominantly concentrated on the role of job and personal resources for augmenting employees' engagement with their work. The research explained three dimensions of spiritual intelligence which was focused on i.e. critical existential thinking, personal meaning production and conscious state expansion predicted job engagement in a statistically significantly way.

It was investigated that Spiritual Intelligence is the central part of all types of intelligence, the core of intelligences, which has a coordinating role in this system. It is the intelligence situated in a profound part of the being, connected to the wisdom beyond the ego Vanea (2014).

When team members perceive spirituality at work, some important attributes such as trust, creativity and respect can be found within

the organization and will have an effect on team effectiveness. Daniel (2009) proposed to encompass team member satisfaction, team conflict and team performance. Other Studies has been developed to investigate the relationship between spiritual intelligence on job performance of managers whereby the results of the study suggests that managers spiritual intelligent has relationship with the four dimensions of holistic, ability to cope and deal with problems, moral individualities and consciousness and according to the results, self-consciousness associated with the job performance in the first place Varghese & Chirayath (2016).

Petchsawanga & Duchon (2012) reports two studies that examine how an organization might enable more productive work practices by encouraging the expression of its employees' spiritual. Study 1 show that people who regularly practice meditation have higher workplace spirituality scores than people who do not regularly practice meditation. Study 2 reports a quasi-experimental studying which people practiced insight meditation. The data did not reveal a direct effect for the meditation, however spirituality does relate to work performance.

It was investigated that impact that workplace spirituality on work teams. Daniel (2009) states that when team members perceive spirituality at work, some important attributes such as trust, creativity and respect can be found within the organization and will have an effect on team effectiveness, which is proposed to encompass team

member satisfaction, team conflict and team performance. Estanesti (2016) suggests that managers spiritual intelligent has relationship with the four dimensions of holistic, ability to cope and deal with problems, moral individualities and consciousness and according to the results, self-consciousness associated with the job performance in the first place.

### Research Methodology

The present research is descriptive in nature. It uses two standardized scales to measure the spiritual intelligence and job performance. The spiritual intelligence scale has 45 items like 'I enhance my effectiveness through my connections and receptivity to others', 'Even in the midst of conflict, I look for and find connection and common ground', 'I listen to my gut feeling or intuition in making important choices' etc. and job performance scale has 25 items like 'Makes innovative suggestions to improve the overall quality of the department', 'Willingly attends functions not required by the organization', 'Exhibits punctuality arriving at work on time in the morning and after lunch breaks' and etc. The cronbach's alpha for spiritual intelligence and its sub-scales are Consciousness (0.572), Grace (0.62), Meaning (0.36), Transcendence (0.710), Truth (0.594) and cronbach's alpha for Job performance is Altruism (0.624), Conscientiousness (0.711), and Task Performance (0.918). The total number of respondents for the present study is 80. The convenience sampling technique is used for the study. The sample is collected from the employees of various organizations in private sector.

## Analysis & Interpretation

**Inter-Item Correlations Matrix**

	Conscious-ness	Meaning	Grace	Transcendence	Truth	Altruism	Conscientiousness	Job Performance
Consciousness	1	0.604**	0.545**	0.544**	0.162	0.371**	0.038	0.438**
Meaning	0.604**	1	0.633**	0.585**	-0.04	0.469**	0.009	0.529**
Grace	0.545**	0.633**	1	0.640**	0.082	0.485**	0.213	0.577**
Transcendence	0.544**	0.585**	0.640**	1	0.181	0.371**	0.196	0.474**
Truth	0.162	-0.04	0.082	0.181	1	-0.139	0.144	0.241*
Altruism	0.371**	0.469**	0.485**	0.371**	-0.139	1	0.289**	0.528**
Conscientiousness	0.038	0.009	0.213	0.196	0.144	0.289**	1	0.409**
Job Performance	0.438**	0.529**	0.577**	0.474**	0.241*	0.528**	0.409**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

The correlation coefficient between consciousness and job performance is 0.438 which is significant at 0.01 level, the relationship between Meaning and Job performance is 0.529 which is significant at 0.01 level, the relationship between Grace, Transcendence, Truth, Altruism and Conscientiousness is 0.55, 0.474, 0.241, 0.528 and 0.409 respectively. So other than truth, the relationship between job performance and spiritual intelligence is high and significant at 0.01 level. Only the relationship between truth and job performance is moderate.

### Conclusion

All seven subscales of spiritual intelligence are found to be correlated with job performance. The results indicate that if employees are oriented towards spirituality there is a likelihood that their performance will improve. Similarly the studies in the areas of other job attitudes should be conducted so to develop more evidences in this area.

### References

- 1) Torabi, M., Javadi, S. S.; (2013). Studying the impact of spiritual intelligence on job engagement. *International Journal of Economy, Management and Social Sciences*
- 2) Aggarwal, G., (2017). Study of impact of Spiritual Intelligence on Job Performance. *Saaransh RKG Journal Of Management*.
- 3) Dylar, D. C., & Amran, Y. (2008, August 14-17). The Integrated Spiritual Intelligence Scale (ISIS): Development and Preliminary Validation. Palo Alto, CA: Institute of Transpersonal Psychology.
- 4) Jurkiewicz, C. L., & Giacalone, R. A. (2004). A Values Framework for Measuring the impact of Workplace Spirituality on Organisational Performance. *Journal of Business Ethics* 49 , 129-142.
- 5) Vancea, F., (2014, March). Spiritual Intelligence – Description, Measurement, Correlational Analysis. *Journal of Experiential Psychotherapy*, Vol.17, No. 1(65).
- 6) Varghese, P., & Chirayath, S. (2016). Influence of spiritual intelligence on job satisfaction among IT professionals: A study conducted in four capital cities of South India. *Asian Journal of Management Research*, Vol. 6 ( Issue 3).
- 7) Kulshrestha, S., & Singhal, D. T. (2017). Impact of Spiritual Intelligence on Performance and Job. *International Journal of Human Resource & Industrial Research*, Vol. 4 (Issue 2).
- 8) Petchsawanga, P., & Duchon, D. (2012). Workplace Spirituality, Meditation, and Work. *Management Department Faculty Publications*.
- 9) Daniel, J. L. (2010). The effect of workplace. *Journal of Management Development*, Vol. 29, No. 5.
- 10) Estanesti, S. (2016). The study of impact spiritual intelligence on Job Performance of managers. *International Academic Journal of Organizational Behavior and Human Resource Management*, Vol. 3, No. 5, pp. 1-8.
- 11) Gardner, H., (1983). Frames of mind: The theory of multiple intelligences. New York, NY: Basic.
- 12) Yusoff, R. B., Ali, A. M., & Khan, A. K. (2014). Assessing Reliability and Validity of Job Performance Scale among. *Journal of Basic and Applied Scientific Research*.