

RELATIONSHIP BETWEEN SPIRITUAL INTELLIGENCE AND JOB PERFORMANCE AMONG MANAGERIAL LEVEL BANK EMPLOYEES IN COCHIN REGION

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ABSTRACT

Banks offer good social status, comparatively better salary and nice office to work. But, work pressure is huge on banking professionals as business volume increases and also with the increase in cadre. A model developed by Campbell (1990), provides a comprehensive overview of the theoretical lineage to predict important employee outcomes, including turnover and citizenship behaviours, job performance, absenteeism, and tardiness (Meyer *et al.*, 2002). This study explores the “Relationship between Spiritual Intelligence and Job Performance among managerial level employees in Bank sector in Cochin region”.

Spiritual intelligence is the mind’s capacity to handle substantial and spiritual aspects of life. It calls for multiple ways of knowing and for the integration of the inner life of mind and spirit with the outer life of work in the world. According to previous studies, spiritual intelligence can be effective in the promotion of different variables. One such variable is job performance. Job performance of employees may have potentially serious effects on an organization’s function and can be a major influence on its effectiveness. This study explores the relationship between spiritual intelligence and job performance among managerial level employees in banking sector in Cochin region. A sample size of 300 was collected using simple Random Sampling for this study. Data collection was performed by using the self-report measure for the Spiritual Intelligence Self-Report Inventory (SISRI-24) with psychometric and statistical support developed by David King and Teresa L. De Chico and the Job Performance Questionnaire by Campbell (1990). According to my analysis the results showed that a definite correlation existed between spiritual intelligence and Job Performance among employees. Higher spiritual intelligence corresponded to higher Job Performance, which was proven high for women employees in banking sector.

Keywords: - Spiritual Intelligence, Job Performance, Banking sector

Introduction

Spirituality exists in the hearts and minds of men and women everywhere, within religious traditions and independently of tradition. If, following theologian Paul Tillich, we define spirituality as the domain of ultimate concern, then everyone is spiritual because everyone has ultimate concerns. However, the term ultimate concern can be interpreted in many different ways. Some people do not consider themselves or their concerns to be spiritual. Spirituality, like emotion, has varying degrees of depth and expression. It may be conscious or unconscious, developed or undeveloped, healthy or pathological, naive or sophisticated, beneficial or dangerously distorted.

Some current definitions of spirituality can be summarized as follows:

- (a) Spirituality involves the highest levels of any of the developmental lines, for example, cognitive, moral, emotional and interpersonal;
- (b) Spirituality is itself a separate developmental line.
- (c) Spirituality is an attitude (such as openness to love) at any stage; and
- (d) Spirituality involves peak experiences, not stages. An integral perspective would presumably include all these different views, and others as well.

Spirituality may also be described in terms of ultimate belonging or connection to the transcendental ground of being. Thus, this inquiry into spiritual intelligence suggests that it is one of several types of intelligence and that it can be developed relatively independently. Spiritual intelligence calls for multiple ways of knowing and for the integration of the inner life of mind and spirit with the outer life of work in the world. It can be cultivated through questing, inquiry, and practice. Spiritual experiences may also contribute to its development, depending on the context and means of integration. Spiritual maturity is expressed through wisdom and compassionate action in the world.

The results of a study on the relation between spiritual intelligence and amount of employees' happiness concluded that increased spiritual intelligence corresponded with increased happiness (Yaghubi, 2010). According to Chin et al., spiritual intelligence in addition to engendering success, honesty and hope also

enabled employees to be realistic and conscious of their environment. They have concluded that the presence of spiritual intelligence is one of the major reasons why some entrepreneurs are more successful than others (Chin, raman, Yeow, & Eze, 2012).

Job Performance is an important criterion for organizational outcomes and success. John P. Campbell describes job performance as an individual-level variable, or something a single person does. This differentiates it from more encompassing constructs such as organizational performance or national performance, which are higher-level variables. Researches reveals that better Job Performance is a result of higher organizational commitment.

Organizational commitment is construed as an individual's identification and involvement with a particular organization. It is defined as:

- (a) a strong belief in and acceptance of the organization's goals and values;
- (b) a willingness to exert considerable effort on behalf of the organization; and
- (c) a strong desire to maintain membership in the organization" (Hart & Willower, 2001).

Organizational commitment is the ability of an individual employed in an organization and is an employee's emotional attachment to the organization. It plays a tremendous role in determining whether a member will stay with the organization and work towards attaining the organizational goals. Organizational Commitment is concerned with the extent to which an employee identifies with the organization (Jalonen, et al., 2006 & Wagner, 2007). In the words of Miller (2003), "organizational commitment is a state in which an employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization". Organizational commitment, in simple terms, is said to be an employee's affiliation with the organization. It is the willingness of an individual to dedicate efforts and loyalty to an organization.

According to one study, meaningful relationships existed between emotional intelligence and job performance, emotional intelligence and organizational commitment, and job performance and organizational commitment. Emotional intelligence predicted 16% of job performance and 14% of organizational commitment (Ostovar and Khatunigar 2009).

Employees working in the banking sector are under constant pressure as they have to meet the demands and respond to the changes in the market. Thus they require more of emotional strength and job performance. Thus, higher Emotional Intelligence to a great extent, can reduce the turnover and improve the motivation, commitment and efficiency of the employees. The present study focuses on understanding the relationship between Spiritual Intelligence and Job Performance among the bank employees in the private and public sector banks in Cochin region.

Theoretical Framework and Hypotheses

Spiritual Intelligence

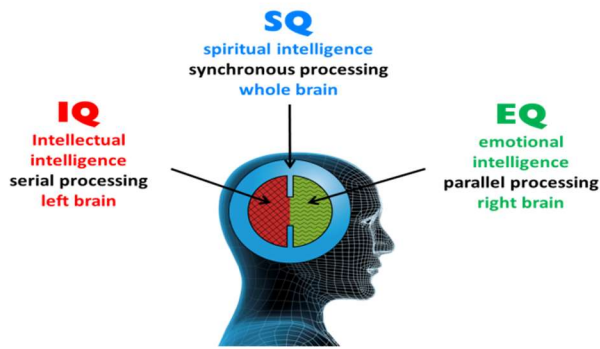
Human resource forms the pillar of an organization. It is the loyalty, job performance, commitment and engagement from the part of the employees that will help in building a successful organization.

A model that evaluated the relationship between occupational stresses, occupational satisfaction, job performance, organizational commitment, and organizational citizenship behavior was presented in another study. The results showed a meaningful, negative relationship between the variables of occupational stress, occupation satisfaction, job performance and organizational commitment. Satisfaction with occupation positively and meaningfully affected job performance, organizational citizenship behavior and organizational commitment (Ansari, Mirahmadi, & Zabihzadeh, 2011).

Akbarizadeh et al (2012) have studied the relationship between spiritual intelligence, strong-willed characteristics and general health among nurses. The results showed a meaningful, positive relationship between spiritual intelligence and strong-willed characteristics, spiritual intelligence and general health, and strong-willed characteristics and general health. The promotion of spiritual intelligence and encouragement of strong-willed characteristics in individuals could help increase nurses' general health.

As previously mentioned, spiritual intelligence is the mental capacity of each individual according to unsubstantial and spiritual aspects of life. Research has shown that spiritual intelligence can impact and promote different variables. One of the variables examined in this research is Job Performance. According to given definitions, Job Performance is the individual effort taken by an employee for convergence of that organization's purposes and values upon the work delegated to him/her for a better output. This happens with the increase in clarity of mind and higher Emotional Intelligence.

Spiritual intelligence is a higher dimension of intelligence that activates the qualities and capabilities of soul, in the form of wisdom, compassion, integrity, joy, love, creativity, and peace, which results in a sense of deeper meaning and purpose combined with improvements in a wide range of important life skills and work skills.



Analysis of Spiritual Intelligence

The following equation analyses SQ in terms of IQ and EQ in association with the state of presence:

$$SQ = P(IQ+EQ)$$

where P = presence

This equation means that SQ equals IQ and EQ magnified by the power of presence. Thus spiritual intelligence results when intellectual and emotional intelligence are exercised in the state of presence. But what is presence? Although the experience of presence is unmistakable, nevertheless the nature of presence is often misunderstood.

The State of Presence - Presence is more than simply being aware of your immediate surroundings with greater clarity than usual. That's only one of the results of presence. Presence is the shift from the object-pole of attention to the subject-pole of attention, which results in the corresponding shift from ego to soul. When you shift to the subject-pole of attention, by identifying with feeling-awareness itself instead of identifying with your body and mind, there is greater clarity about everything at the object-pole of attention, including your immediate surroundings. However, the essential nature of presence is the shift from ego to soul, and greater clarity of mind is one of the results.

Job Performance

Campbell defines Job Performance as a behavior, which is something done by an employee. The key feature of job performance is that it has to be goal relevant. Performance must be directed toward organizational goals that are relevant to the job or role. Job performance consists of more than one kind of

behavior. Campbell (1990) proposed an eight factor model of performance based on factor analytic research that attempts to capture factors of job performance existent across all jobs.

1. The first factor is **task specific behaviors** which include those behaviors that an individual undertakes as part of a job. They are the core substantive tasks that delineate one job from another.
2. On the other hand, **non-task specific behaviors**, the second factor, are those behaviors which an individual is required to undertake which do not pertain only to a particular job. Returning to the sales person, an example of a task specific behavior would be showing a product to a potential customer. A non-task specific behavior of a sales person might be training new staff members.
3. Written and oral **communication** tasks refer to activities where the incumbent is evaluated, not on the content of a message necessarily, but on the adeptness with which they deliver the communication.
4. An individual's performance can also be assessed in terms of **effort**, either day to day, or when there are extraordinary circumstances. This factor reflects the degree to which people commit themselves to job tasks.
5. The performance domain might also include an aspect of **personal discipline**.
6. In jobs where people work closely or are highly interdependent, performance may include the degree to which a person **helps out the groups and his or her colleagues**. This might include acting as a good role model, coaching, giving advice or helping maintain group goals.
7. Many jobs also have a **supervisory or leadership component**. The individual will be relied upon to undertake many of the things delineated under the previous factor and in addition will be responsible for meting out rewards and punishments.
8. Managerial and administrative performance entails those aspects of a job which serve the group or organization but do not involve direct supervision. A **managerial task** would be setting an organizational goal or responding to external stimuli to assist a group in achieving its goals.

Campbell (1990) also suggested determinants of performance components. Individual differences on performance are a function of three main determinants: declarative knowledge, procedural knowledge and skill, and motivation.

Relationship between Spiritual Intelligence and Job Performance

The competitiveness of a firm depends on the competence of its human resource. For this, support from the part of the employees is very essential. The feeling of acceptance and emotional intelligence makes the employees emotionally committed towards their organization. Organizational commitment is identified as a factor which supports the attachment of an employee with the organization (Mowday, 1998). Spiritual Intelligence has been assumed to influence employees' general reactions to their job, including job satisfaction (Çakar and Yıldız, 2009), job involvement and job performance (George and Brief, 1992) organizational commitment (Eisenberger, Fasolo and Lamastro-Davis, 1990) and intention to leave (Guzzo, Noonan, and Elron, 1994).

Job performance relates to how individuals perform in their job duties. It is the involvement of an individual in an organization and the convergence of that organization's purposes and values upon that individual. This happens with the increase in clarity of mind and higher Emotional Intelligence.

Spiritual intelligence enhances individual's capabilities and qualities such as compassion, creativity, and wisdom by improving the self-awareness and feelings of connection with divine energy. Specifically the conscious efforts in the direction of spiritual quotient improve individual's relationship with others and with the cosmos.

Studies points out that the manner in which most of the organizational and managerial practices & communications are carried out is unable to provide meaning or purpose. It is argued that meaning is established through the process of control, prediction or mere adaptation to a changing environment, but through an emergence into a 'new reality' which requires a spiritually intelligent leadership approach through which the SQ-needs and motivations of the new employee can be addressed. Organizations should provide a channel for employees through which, they can express newly acquired values, needs and motivations, such as a well-defined and well-developed communication system. Spiritually intelligent communication can act as a point of departure in meeting the needs and motivations of a new employee. In spiritually intelligent communication, the sender (manager or leader) recognizes the meaning-seeking needs and motivations of the receiver (employee) to such an extent that they can both negotiate a shared meaning regarding organizational practices due to a new understanding between them.

Hypothesis: - Spiritual Intelligence is positively related to Job Performance**Methodology**

The methodology suggests the systematic process followed by the researcher to study the relevant area. The theoretical background of research was established through a plethora of secondary sources. Then, the research questions were formed and finally the necessary data for conducting the empirical research was gathered. A 5-point Likert scale was used in this study, in which, 1 = “strongly disagree” and 5 = “strongly agree”.

Sample

The total number of employees working in managerial cadre in private and public sector banks in Cochin was considered as the population of the study. As it is not feasible to collect data from all, a sample survey was conducted. Sample size is the number of elements obtained for the present study. Sample size was calculated at a confidence level of 99% and a confidence interval of 10. The sample size was calculated to be 163, however the researcher could collect data from 200 samples. Simple random sampling technique was followed to collect data from the respondents. It includes a subset of individuals chosen from a larger set. Each individual is chosen randomly and entirely by chance, such that each individual has the same probability of being chosen at any stage during the sampling process. It is an unbiased surveying technique. The final sample consists of 53.5% males and 46.5% females.

Measures***Spiritual Intelligence Self-Report Inventory***

The Spiritual Intelligence Self-report Inventory (SISRI-24) designed by King (2008) includes 24 questions in a five-item Likert Scale. This scale evaluates the mental ability of spiritual intelligence and related abilities in four major aspects of critical existential thinking, transcendental awareness, personal meaning production, and conscious state expansion (Mousavi, Talebzadeh, & Shams, 2012).

Mousavi (2012) et al reported the Cronbach's alpha for critical thinking, personal meaning production, transcendental awareness, conscious state expansion, and total spiritual intelligence in the following order: 0.59, 0.51, 0.74, 0.68, and 0.73. The present research determined Cronbach's alpha coefficients for total spiritual intelligence (0.864) in addition to spiritual intelligence of males(0.839) and females(0.873).

Job Performance Questionnaire

This questionnaire (Campbell ,1990) is used to assess and measure three aspects of Job Performance. This questionnaire consists of 24 close-ended questions according to the Likert scale. Each response is assigned a number for scoring purposes, where's 'strongly agree'=5 and 'strongly disagree'=1.

Spiritual Intelligence

Spiritual intelligence is a higher dimension of intelligence that activates the qualities and capabilities of soul, in the form of wisdom, compassion, integrity, joy, love, creativity, and peace.

Table No. 1 Showing Descriptive Statistics of SI

	Mean	Std. Deviation
SI	53.3500	9.06246

Source: Data Analysis

The above table shows the mean value of Spiritual Intelligence of respondents is 53.35 and a Standard deviation of 9.06246 indicates that there is a variation among the group regarding Spiritual Intelligence. There are people with high level of SI and low level of SI among the respondents.

Job Performance

The key feature of job performance is that it has to be goal relevant. Performance must be directed toward organizational goals that are relevant to the job or role. Job performance consists of more than one kind of behavior by an employee that is directed towards the achievement of organizational targets.

Table No. 2 Showing Descriptive Statistics of JP

	Mean	Std. Deviation
Job Performance	67.8000	9.95619

Source: Data Analysis

The above table shows a mean value of 67.8000, which is quiet high. The respondents have high Job Performance. Individuals can display this attachment and loyalty at a variety of levels- their job, profession, boss or organization. This desirable behavior helps the organization to achieve its goals in the most efficient and effective way.

In order to understand the relationship between Spiritual Intelligence and JP, correlation analysis was attempted.

Table No.4.23 Relationship between Job Performance and Spiritual Intelligence

		Job Performance	Spiritual Intelligence
Job Performance	Pearson Correlation	1	.781
	Sig. (2-tailed)		.000
Spiritual Intelligence	Pearson Correlation	.781**	1
	Sig. (2-tailed)	.000	

Source: Data Analysis

Interpretation

From the correlation test it is found that the significant value (.000) is less than .05 which means that the test is significant and it is clear that both Job Performance and spiritual intelligence shows the positive correlation .The r value is 0.781, which indicates that there is strong positive correlation between the two variables.

Conclusion

This research studied the relationship between spiritual intelligence and Job Performance of Bank employees in Public and Private sector banks. The positive effects of spiritual intelligence in the promotion of an organization's effectiveness and the individual growth of employees were considered in this study. The results indicated that the amount of spiritual intelligence and Job Performance varied between males and females. In the current study, males achieved a higher score in both variables. A meaningful relationship has been shown to exist between spiritual intelligence and Job Performance of an organization's employees. When an individual's spiritual intelligence increases, the Job Performance also increases. This relationship has been separately proven in both males and females.

King (2008) has defined spiritual intelligence as a collection of mental capacities based on unsubstantial and exalted aspects of life such as personal understanding, deep existential thinking, and expansion of meaning. The present research showed a positive relationship between spiritual intelligence and Job Performance. Thus, as the spiritual Intelligence of a person increases, his/ her Job Performance also increases.

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