

# A study on Impact of Spiritual Intelligence on Job satisfaction among employees in the banking sector of Kerala

\*Meghana C. Mohan, #Dr. Santhosh.P.Thampi

\*Research Scholar, #Professor, Mahatma Gandhi University, Kottayam, India,

\*meghacmohan@gmail.com, #drspthampi@rediffmail.com

**Abstract:** The aim of this paper is to study the influence of Spiritual intelligence on employee job satisfaction. The study was done by collecting data from bank managers located in the central region of Kerala. Data were collected from 150 bank managers. The data collected were analysed using correlation and regression. The end results validate that employee job satisfaction is highly dependent on the level of spiritual intelligence. Individuals with higher level of spiritual intelligence (SQ) have higher level of job satisfaction. They have lesser task role conflicts and lesser stress levels. The findings suggest that the role of spiritual intelligence in influencing higher level of job satisfaction among the employees is valid. Organizations can bring in higher level of job satisfaction by recruiting employees with higher levels of spiritual intelligence or imparting enhancement of spiritual intelligence among their employees. Employees with higher spiritual intelligence can manage their task role conflicts and stress from their work environment in a better way. This in turn gives organizations time to concentrate on improving performance rather than spending time and money on handling employees' grievances. This study contributes to the research on understanding the relationship between spiritual intelligence and job satisfaction. This study justifies that higher level of spiritual intelligence leads to higher level of job satisfaction among the employees.

**Keywords -** *Spiritual intelligence, job satisfaction, task role conflict, Stress, Grievances, Work environment.*

## I. INTRODUCTION

Human resource is the most important asset and forms the intellectual capital of any organisation. One of the challenging roles of a manager is to find inner peace in a stressful, competitive and uncertainty filled working environment. The definition of intelligence is the ability of people to adjust themselves with the changing life conditions. There are different types of intelligence which include body intelligence, oral intelligence, visual intelligence, logical intelligence, emotional intelligence, musical intelligence, intra- personal intelligence, inter-personal intelligence, spiritual intelligence etc. Spiritual intelligence is introduced as complementary part of human intelligence set, different from Intelligence quotient and Emotional intelligence. The existence of spiritual intelligence informs people of their higher needs, desires, interests and abilities. Spiritual intelligence helps individuals to recognize their inner values and to explore new arena of values. Spiritual intelligence is used in the process of innovation, flexibility, deep-thinking or creative self-stimulation and for taking decision with intuitive skills.

Spiritual intelligence equips people to identify their inner problems and helps them to solve these problems. This higher consciousness gives a deep sense on one's life. This intelligence gives people aim to achieve basic values and meaning of life and search for main cause of their life which ultimately results in self realisation.

## II. SPIRITUAL INTELLIGENCE

Spiritual intelligence can be defined as the backbone of human consciousness, responsible for character-building and finding meaning in life situations. The process of developing spiritual intelligence is more of an experiential rather than a theoretical process. The language of spiritual intelligence is the language of the intangible feelings. Everyone can understand the presence of spiritual intelligence. In order to speak about it linguistically, we need to better understand the language of intuition, imagination and creativity. Arnold and Feldman (1996) opined that spiritual intelligence is the same as self-intelligence. Spiritual intelligence can be developed and improved.

Spiritual intelligence can facilitate and increase consciousness or a sense of connection with a higher power or a holy presence. Spiritual intelligence combines spirituality and intelligence in a single structure. While spirituality is related to seeking and experiencing sacred elements; meaningfulness, the height of consciousness and excellence, spiritual intelligence requires abilities to use such spiritual subjects for consistent and effective action and produce valuable products and outcomes (Emami, 2010).

Spiritual intelligence has different dimensions including internal knowledge, deep intuition, integrating with nature, problem solving etc. which ensures higher level of mental peace and salvation. Spiritual intelligence enables us to grow and enrich the internal knowledge (Sisk, 2001). In artistic philosophy, internal knowledge is knowledge of the essence and nature of consciousness and understanding that the inner essence is the nature of all creatures. Spiritual intelligence provides an access to a growing consciousness in which there is awareness of oneness with the universe and all the creatures. Deep intuitions bind us to a universal mind and help us to evolve with utilitarian responses to problems. Due to spiritual intelligence, we can direct our choices to the original consciousness or deep intuition. Spiritual intelligence enables us to integrate with the nature and to be consistent with our life processes. Spiritual intelligence encourages us to seek integrity, a sense of unity and relationship. Problem solving ability of spiritual intelligence enables us to see the bigger picture and incorporate our actions in a larger area leading to the realisation of the meaning of life. With spiritual intelligence, one can discern and solve problems of meaning and value (Bagheri, 2012).

Spiritual intelligence also causes one to look with more care and compassion to problems, make more effort to find a solution and endure difficulties of life and work. According to spiritual intelligence it combines the spirituality constructs and intelligence inside a new construct. Spirituality is related with searching and experience of holy elements, meaning, transcendental awareness and excellence. Spiritual intelligence requires the ability to apply such spiritual aspects on issues for conformity and finding effective interaction and production of valuable outcomes (Hildebrant, 2011). Zohar (2001) stated nine features for spiritual intelligence which are self-awareness, vision & value led, the capacity to face and use adversity, to be holistic, diversity, field independence, the tendency to ask why, the ability to re-frame, spontaneity.

Various models have been developed on spiritual intelligence by Zohar, D. King and Cindy Wigglesworth. According to D. King, spiritual intelligence creates unique ability in a person to perceive meaning in life and achieve high spiritual positions. The term critical existential

thinking explains about the ability to create meaning for deep understanding about the issues of world and the ability of using multiple intelligence in problem solving, critical thinking capacity to metaphysics, world and death. The second element is the personal meaning production. This quality is defined as the ability of using physical and mental experiences to produce meaning and personal goal. The third element is transcendental awareness which is explained as the ability of human being to identify transcendental aspects of self, others and the world by awareness. The fourth element is conscious state expansion which is the ability of entering the higher spiritual positions including deep thinking, meditation and self realization.

### III. JOB SATISFACTION

Job satisfaction is the combination of psychological and environmental circumstances that cause a person to say truthfully from their heart that they are satisfied with their job (Hoppock, 1935). Many external factors influence job satisfaction, even though there are some internal factors that have to do with the way how the employee feels. Job satisfaction includes a set of factors that cause a feeling of satisfaction. According to Vroom, in his definition on job satisfaction focuses on the role of the employee in the workplace. Accordingly, the researchers who have conducted studies on job satisfaction defines the term as emotional orientations on the part of individuals toward work roles which they are presently inhabiting (Vroom, 1964). From the human relations perspective it is theorized that satisfied workers are productive workers (McGregor, 1960). In respective terms organizational productivity and efficiency is achieved through employee satisfaction and attention to employee's physical, social as well as emotional needs. Researchers assume that employee satisfaction and their sentiments are best achieved through maintaining a positive social organizational environment by providing autonomy to the employees in their work, participation, and building mutual trust (Likert, 1961). For Employees' job satisfaction, their sentiments are important because they can determine collaborative effort. Collaborative effort directed towards the organization's goals is necessary for achievement of organizational objectives. Employees who are not satisfied fail to participate effectively in organisational processes.

### IV. RATIONALE OF STUDY

Rationale of this study is to find the factors of spiritual intelligence that can influence job satisfaction. The relation established can be a guide line to improve job satisfaction by enhancing spiritual intelligence.

### V. SCOPE OF THE STUDY

The scope of the study is confined to the bank employees from central region of Kerala state. The study aims to

establish relationship between spiritual intelligence and job satisfaction among managers in banking sector from the selected region for the study. The study was done by collecting data from managers of selected commercial banks in Kerala.

### VI. OBJECTIVE OF STUDY

The objective is to establish a relationship between Spiritual intelligence and job satisfaction. The aim of this paper is to study the influence of Spiritual intelligence on employee job satisfaction. The study proposes that Spiritual intelligence have a positive effect on employee’s level of job satisfaction.

#### HYPOTHESIS

Hypothesis 1: There is no significant relationship between spiritual intelligence and job satisfaction.

Hypothesis 2: There is no significant relationship between age and spiritual intelligence.

### VII. METHODOLOGY

150 bank employees from selected commercial banks were included in the study. The study was conducted by administering a structured questionnaire. The independent variables of the study is spiritual intelligence and its four components namely critical existential thinking, personal meaning production, transcendental awareness, conscious state expansion. The dependent variable is job satisfaction. The study considered the four components of Spiritual intelligence. The measurement scale of spiritual intelligence was adapted from the scale of Spiritual Intelligence Self-Report Inventory (SISRI-24) by D.King (2008) with 24 items. The measurement of the scale consists of 5-point rating-type scale, with responses ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The Higher scores signify higher levels of spiritual intelligence. The measuring instrument for job satisfaction has been adapted from works of Richard Bellingham. The measurement of the scale consists of 5-point rating scale, with responses ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The Higher scores signify higher levels of job satisfaction (Bellingham, 2011).

#### SAMPLE

The population for this study comprised of the employees in the banking sector of Kerala. The respondents were selected from employees working in branches of banks located in central part of Kerala. The districts that form central region of Kerala are Palakkad, Thrissur, Ernakulum, Malappuram and Idukki. Respondents from three districts of central Kerala - Thrissur, Ernakulum and Idukki were included in this study. Total population of Commercial banks is 6284 which includes public sector banks and private sector banks functioning in the state of Kerala. The sample size of the

study is 150. A survey was administered on the sample by using a structured questionnaire. The questionnaires were personally distributed to the employees, and the completed questionnaires were collected back. A total of 160 questionnaires were distributed among the employees and 156 completed questionnaires were received back. Among that valid 150 questionnaire were taken for data analysis. After collection of data, reliability tests were conducted and the Cronbach’s Alpha values were computed for each construct. Cronbach’s Alpha was 0.85 for spiritual intelligence and 0.75 for job satisfaction.

### VIII. DATA ANALYSIS AND INTERPRETATION

The data analysis for the study was conducted through SPSS version 16.0. The respondent’s demographic information are shown in Table 1 and table 2, given below.

#### GENDER

The following table shows the gender wise classification of employees.

Table 1

Gender	Frequency	Percent
Male	82	54.6
Female	68	45.4

(Source: Survey data)

From the data collected the percentage of male respondent was 54.6 and that of female was 45.3. The percentage of male respondents was higher, compared to that of female respondents.

#### Age

Age wise classification of respondents is given below.

Table 2

Age	Frequency	Percent
21-30	35	23.3
31-40	33	22
41-50	44	29.3
Above 51	38	19.6

(Source: Survey data)

Most of the respondents belong to the age group of 41 to 50 years. This may be because of the reason that most of the public sector banks and old private sector banks are following promotion on the basis of seniority in the organisation.

#### Type of banks

The selected data is composed of commercials banks which include Public sector banks, Old private and New private sector banks.

Table 3

Bank	Frequency	Percent
Public Sector	82	54.7
Old private	42	28.0
New private	26	17.3

(Source: Survey data)

Among the respondents, 54.7 percent are from public sector banks, 28 percent from old private banks and 17.3 are from New private banks.

**Correlation between the Age and level of spiritual intelligence (SI) among the respondents.**

H<sub>0</sub>: There is no significant relationship between the age of the respondents and their level of spiritual intelligence.

**Table 4**

Correlation		Age	SI
Age	Pearson Correlation	1	.911
	Sig.		0.001
SI	Pearson Correlation	.911	1
	Sig.	0.001	

\*Sig. (2-tailed), Source: Survey data

The above table shows that there is a positive relation between age and level of spiritual intelligence. The correlation value 0.911 shows a strong correlation. The P value is less than 0.05, hence the test concludes that there is significant positive correlation between age of the respondents and their level of spiritual intelligence. The analysis shows that higher the age, more will be the level of spiritual intelligence among the respondents.

**Correlation between spiritual intelligence and job satisfaction (JS)**

H<sub>0</sub>: There is no significant relationship between spiritual intelligence and job satisfaction.

**Table 5**

Correlation		SI	JS
Spiritual intelligence	Pearson Correlation	1	.871
	Sig. (2-tailed)		0.003
Job satisfaction	Pearson Correlation	.871	1
	Sig.	0.003	

\*Sig. (2-tailed), Source: Survey data

From above table it can be inferred that there is a positive relation between spiritual intelligence and job satisfaction. Correlation value 0.871 shows a strong correlation between spiritual intelligence and job satisfaction. The P value is less than 0.05. Hence the test result states that there is significant relation between spiritual intelligence and job

**Regression**

**Table 7: Regression**

Model	R	R Square	Adjusted R Square	R Square Change	F Change	df1	df2	Sig. F Change
1	.660	.435	.431	.435	113.99	1	148	0.01

Predictor: Spiritual Intelligence

**Table 8: ANOVA**

Model	Sum of Squares	df1	Mean Square	F	Sig.
Regression	2800.096	1	2800.096	113.99	0.001
Residual	3635.404	148	24.564		
Total	6435.500	149			

Predictor: Spiritual Intelligence, Dependent variable: Job satisfaction

satisfaction. The analysis shows that higher the level of spiritual intelligence among the employees, higher will be the level of job satisfaction.

**Correlation between SI components (CT, PMP, TA, CSE) and job satisfaction (JS)**

**Table 6**

Correlation	JS	CT	PMP	TA	CSE	Significance
Job satisfaction(JS)	1	.501	.614	.579	.585	0.00
Critical Existential thinking (CT)	.501	1	.571	.704	.439	0.00
Personal meaning production(PMP)	.614	.571	1	.723	.608	0.00
Transcendental Awareness(TA)	.579	.704	.723	1	.688	0.00
Conscious state expansion(CSE)	.585	.439	.608	.688	1	0.00

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

Table 6 shows that the correlations of the components critical existential thinking, personal meaning production, transcendental awareness and conscious state expansion with job satisfaction are positive. The direction of the relationship being positive, it can be inferred that these variables tend to increase together. An increase in spiritual intelligence can result in higher job satisfaction. Table 8 shows the critical value of F (113.99) with significance 0.001. Hence there is a linear relation between Spiritual intelligence and Job satisfaction

**IX. CONCLUSION**

From the study it is evident that there is a positive relation between spiritual intelligence and job satisfaction. The research finds that, if the level of spiritual intelligence in employees is enhanced, it can result in increasing the employees' job satisfaction levels. The end results validate that employee job satisfaction is highly dependent on the level of spiritual intelligence. Individuals with higher level of spiritual intelligence (SQ) shows higher level of job satisfaction among the sample units considered for the study. They have lesser task role conflicts and lesser stress levels. The finding suggests that the role of spiritual intelligence is evident enough in promoting higher level of job satisfaction among the employees.



## REFERENCES

- [1] Adeel Ahmed, M. A. ( 2016). Holistic Human Resource Development: Balancing the Equation Through the Inclusion of Spiritual Quotient. *Journal of Management Policy and Practice* , 17(1).
- [2] Aftab Anwar, A. O.-G. ( 2015 , July). The Effects of Spiritual Intelligence and its Dimensions on Organizational Citizenship Behaviour. *Journal of Industrial Engineering and Management*, 8(4), 1162-1178. doi:<http://dx.doi.org/10.3926/jiem.1451>
- [3] Ali Mohammadi, Z. K. (2015, December). Comparison of dysfunctional attitudes and Spiritual Intelligence in normal individuals and addicts : Addiction treatment center of assalouyeh. *International Journal of Innovative Science, Engineering & Technology*, 2(12), 790-795. Retrieved from <http://www.ijiset.com/>
- [4] Alireza Mooghalia, H. K. (2015, February). The Relationship between Spiritual Intelligence with Employees' Work Ethic Investigation at The Asset Managements of Shiraz, *A Journal of Economics and Management*, 4(2), 170-175. Retrieved from <http://www.prj.co.in>
- [5] Bellingham, R.(2011). Absolute Advantage. *Wellness Council of America*, 3(5). Retrieved from <http://www.welcoa.org>
- [6] Chandrani Sen, L. Y. (2016, July). Relationship between Spiritual Quotient and Managerial Effectiveness: A Study on Managers, *International Journal of Science and Research*, 5(7), 771-773. doi:DOI: 10.21275/v5i7.ART2016311
- [7] Davoud Noroozi, S. A. (2015 ). The role of spiritual intelligence in employees' withdrawal behaviors in physical education organization. *International Journal of Organizational Leadership*, 4, 60-71. Retrieved from <http://www.aimjournal.com>
- [8] Emmons, R. A. (2000). Is spirituality an intelligence? Motivation, cognition, and the psychology of ultimate concern, *The International Journal for the psychology of Religion*, 10(1), 3-26
- [9] Hoppock, R. (1935). *Job Satisfaction*, Harper and Brothers, New York, p. 47
- [10] Likert, R. (1961). *New Patterns of Management*. New York: McGraw-Hill.
- [11] Vaughan, F. (2002) What is Spiritual Intelligence? *Journal of Humanistic Psychology*, Vol 42, No.2. Spring, 16-33, Sage Publications. *Psychology*, 42(2), 16-33.
- [12] Violeta Silingiene, S. S. (2016). Links between the Spiritual Intelligence of the Leader and an Organization's Service Quality: A Theoretical Approach. *Inzinerine Ekonomika-Engineering Economics*, 27(1), 56-65. Retrieved from <http://dx.doi.org/10.5755/j01.ee.27.1.8863>
- [13] Vroom, V.H. (1964). *Work and motivation*, John Wiley and Sons, New York, p.99
- [14] Wahab Shahbaza, M. M. (2015). Workplace Spirituality and Organizational Commitment: A Case Study of Water and Sanitation Agencies of Punjab, Pakistan, *International Journal of Sciences: Basic and Applied Research*, 24(1), 234-244. Retrieved from <http://gssrr.org/index.php?journal=JournalOfBasicAndApplied>
- [15] Zohar, D., Marshall, I., & Marshall, I. N. (2000). *SQ: Connecting with our spiritual intelligence*. Bloomsbury Publishing USA