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IMPACT OF SPIRITUAL INTELLIGENCE ON ORGANIZATIONAL COMMITMENT AND WELL-BEING OF EMPLOYEES

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ABSTRACT

The current study was held to investigate the impact of spiritual intelligence on organizational commitment and well-being of employees. It will provide an insight into the importance of spiritual intelligence in developing productive work environment and in enhancement of organizational commitment as well as well-being. Using the quantitative method of research, the researchers utilized Scale for Spiritual Intelligence (SSI) to measure spiritual intelligence, Organizational Commitment Questionnaire (OCQ) for organizational commitment and Warwick and Edinburgh Mental Well-being scale (WEMWBS) for evaluating well-being. The pilot study stated that the Cronbach"s alpha of the Scale for Spiritual Intelligence (SSI) was 0.6, for the Organizational Commitment Questionnaire (OCQ) was 0.8 and for the Warwick and Edinburgh Mental Well-being scale (WEMWBS) the Cronbach"s alpha reliability was 0.8. The results demonstrated a significant impact of spiritual intelligence on organizational commitment and well-being and significant gender differences was observed on organizational commitment and well-being in the sample. Interventions and therapies are utilized to enhance spiritual intelligence.

Keywords: *spiritual intelligence, organizational commitment, well-being, employees, productive work environment*

INTRODUCTION

Background

Spiritual intelligence is generated from mental abilities and helps to understand life essence and vast purposive imagination of human psyche as well as intelligence. It is the combination of cognition with morality and intangible aspects of reality. Spiritual intelligence is the intelligence of the soul which provides the possibility to analyze the cause of a person"s existence and to attain heightened states of consciousness. Spiritual intelligence means to find a meaning for life and to avoid unnecessary events which intends spending time for transcendental goals regardless of the viewpoints of others. (Abdollahzadeh, Baqherpour, Bozhmehrani, & Lotfi, 2009)

In the Growth of organizational commitment spiritual intelligence is found to be very effective according to the studies. Organizational commitment involves the actions which are bounded by an individual, which also maintain beliefs that lead activities and the persons own involvement (Salancik, 1977).

Experiences build a wide range of personal resources including physical, spiritual, intellectual, psychological and social domains. Psychological well-being is usually conceptualized as some combination of positive affective states such as happiness and functioning with optimal effectiveness in social and individual life. (Ryan, 2008). Well-being of an individual psychologically is about living well. It is about feeling good and functioning effectively.

The aim of present research is to determine the effect of spiritual intelligence on variables in employees, to measure their well-being, and their commitment to the organization where they work. Gender differences were also measured to see if gender differences really effects the way spirituality has its influence over the wellbeing and organizational commitment in employees.

Spiritual Intelligence (SI) is a unique and rapidly growing concept in the area of spirituality. In there is a dire need of putting the spirituality,,s effect in the organizations for optimum function. A proper convergence of spiritual intelligence with the employee's overall wellbeing lead to the development of a productive work environment. There exists remarkable association among spiritual intelligence, psychological wellbeing and purposeful living. (Sahebalzamani & Mohammad, 2013).

Understanding the influence of spirituality on organizational commitment among employees can lead toward the decreasing rate of employee turnover and also help reducing the cost of hiring and training of the new staff. Committed personnel is the main key element of discussion when organizations wish to pursue organic growth. Organizational commitment is one of the leadership component which is highly influenced by the effect of spiritual intelligence (Amram, 2009) .

There is also emerging empirical evidences which show that spiritual values and behaviors promotes not only physical but also psychological well-being of individuals. Exploration of such values in the clients can be merged with other therapeutic techniques to enhance the therapeutic procedures. Spiritual coping strategies, spiritual therapies and spiritual counselling can be introduced in the working organizations to improve both mental health and productivity of the workers (Baldacchino, 2001).

Spiritual Intelligence could be developed in human beings through spiritual exercises and the enhancement of Spiritual Intelligence could prove helpful in avoiding the delusional perspective prevailing in the world. Cultural variants of Spiritual Intelligence include love, service and wisdom (Vaughan, What is Spiritual Intelligence, 2002).

Problem Statement

To study the impact of spiritual intelligence on organizational commitment and well-being of employees.

Objectives of the study

Following objectives are proposed for the study:

1. To identify the impact of spiritual intelligence on organizational commitment of employees.
2. To determine the impact of spiritual intelligence on well-being of employees.
3. To determine gender differences of organizational commitment and well-being in males and females.

Research hypothesis

Following hypothesis are generated from aforementioned objectives:

H1.There will be significant impact of spiritual intelligence on organizational commitment of employees.

H2. There will be significant impact of spiritual intelligence on well-being of employees. H3.There will be greater organizational commitment and well-being in males than females.

Delimitations of the study

The proposed study focuses only on organizations of twin cities of Pakistan. The study emphasizes on organizational employees overall without specifying organization types. The sample of the study is limited.

Operational definition

Spiritual Intelligence

Spiritual intelligence is the capacity to define one‟s own meaning and purpose in life (Vineeth, 2011).

It will be measured using Scale for Spiritual Intelligence developed by Vineeth Kumar in 2011 (Vineeth, 2011), high scores show high spiritual intelligence and low scores depict lower spiritual intelligence.

Organizational Commitment

Organizational commitment is stated as expression of overall strength of a person‟s relationship with and association with a specific institution (Porter et. al,1974). It will be operationalized using Organizational commitment Questionnaire by Porter et. al. (Porter, 1974), high scores show high organizational commitment and low scores depict lower organizational commitment.

Well-being

Well-being is a state of happiness and contentment with low levels of distress, overall good physical and mental health outlook and good quality of life (APA). It will be operationalized using Warwick-Edinburgh Mental Well-being Scale by researchers of Warwick and Edinburgh universities (Tennant, 2006) . WEMWBS is a measure of mental well-being focusing entirely on positive aspects of mental health, it offers promise as a tool for monitoring mental well-being at a population level. High scores show high levels of well- being and low scores depict lower well-being.

Literature Review

There always exists a desire of mankind to know the meaning and purpose of life. This particular longing and desire to know the meaning of life is brought by concede of self which is linked to many vital aspects of human functioning. Spirituality is a man's unprompted finding for his origin and for the mysterious meaning of life that is blessed to him. Spirituality tends to give rise to spiritual intelligence. People having spiritual essence in their lives are seen to have positive relationships, high self-esteem, and are optimistic always cherishing the meaningful life.

In the working environment, individuals come from many psychological connections, links and bonds. Last five decades, different kinds of connection have been tagged and labeled as "commitment" in literature of management and such links or interrelation can be transformed with regards to type and target. The type involves the experience through a bonding. For example, Etzioni in 1961 argued moral and calculative connections as well as alternative, and Meyer and Allen (1991) told the difference between continuance, normative, and affective commitments. (Klein, Molloy, & Brinsfield, 2012). An Employee‟s commitment toward the organization seems to be quite strongly linked to the turnover intention. Committed employees wants to remain with an organization and work towards achieving the targets of the organization.

Employees committed to work diligently for the organizations are usually pleased with other aspects of their life. (Hakanen, 2009). As cited by Kim when a company invests in the recruitment, education, training, and maintaining skilled employees, the outcome brings an overall stability of the organization and its affect is shown in the productivity and economic viability (al K. E., 2008).

Organizational commitment is one of the predictors of effectiveness of employee in achieving the mission and promoting vision of the organization and the management. (Al- Jabari & Ghazzawi, 2019). Organizational commitment can have a strong influence on an organization's working and proves to be a main factor with regard to its effectiveness.

Employee satisfaction, job performance, employee engagement, distribution of leadership, job insecurity etc. can be predicted through one‟s organizational commitment.

People who have a high rating for psychological well-being reports that they feel happy, well supported, capable, and overall satisfied with life, and whatever happens in it. (Huppert's, 2009). Some researchers have defined psychological well-being as a cognitive process having life satisfaction as its indicator. A few researchers, who have described the psychological intelligence greatly emphasizes on the role of spiritual processes like having a mission in life to gain optimum functioning.

Spiritual Intelligence plays a very effective role in promoting the subjective well-being of individuals. According to Windle and Treuer (2008) subjective well-being is important because spiritual experiences and positive feelings also lead to its development, taking into account the context and

means of integration (Windle & Treuer, 2014). Wisdom and compassionate action are a way to express the spiritual maturity in the world. Spiritual intelligence is required to judge between the spiritual choices which may involve healthy human development and psychological well-being.

Spiritual intelligence is an advanced dimension of intelligence that startup capabilities in combination with qualities of the genuine self (or the soul), embodying wisdom, creativity, peace, compassion and joy, love, creativity and integrity. Spiritual intelligence provides a sensation of deeper connection, in combination with improvements, meaning and purpose of important skills of life as a whole and work.

Methodology and study design

The research study investigates the impact of spiritual intelligence on organizational commitment and the well-being of employees, with several key aims guiding the analysis. The study seeks to identify the influence of spiritual intelligence on the organizational commitment of employees and to determine how spiritual intelligence affects their overall well-being. Additionally, the analysis explores gender differences in organizational commitment and well-being, comparing male and female employees. It also examines how marital status influences organizational commitment and well-being, comparing married and single individuals. Lastly, the study investigates differences in organizational commitment and well-being between employees in public and private sectors.

It is a regression based study with quantitative approach. In order, to use quantitative approach self-reported questionnaires are used to make inferences. It is a predictive study. The participants were individually explained regarding the purpose of the study.

The area of the study

The study was based on Quantitative research design, through which accurate measurements were obtained and by using statistical methods data was collected, interpreted and analyzed. In this research method, use of structured questionnaire with alternative responses was done. Data using questionnaires are collected from organizational employees from different places located in twin cities of Pakistan.

Sampling techniques and sample size

The population of study include organizational employees. These are divided into male and female according to gender categories. Population is selected in a proportionate manner. The pilot study is conducted on the sample of 50 organizational employees (25 males and 25 females). The main study is conducted on the sample of 250 organizational employees (150 males and 150 females). Convenient sampling technique is used, the target is to focus employees of organizational settings.

Research Instrument

Three instruments are used in present study, Scale for Spiritual intelligence (SIQ; 2011), The organizational commitment Questionnaire (OCQ; 1974) and Warwick-Edinburgh Mental Well-being Scale (WEMWBS; 2006).

The Scale for Spiritual Intelligence was developed by Vineeth Kumar in 2011 and consists of 20 items with response categories from “strongly agree” to “strongly disagree”. The scale comprises of 10 positive items (item nos. 2, 5, 6, 8, 10, 11, 12, 18, 19 & 20) and 10 negative statements (item nos. 1, 3, 4, 7, 9, 13, 14, 15, 16 & 17). Positive items are to be scored as 5 for strongly agree to 1 symbolizes strongly disagree. However, negative items are to be scored in a reverse order. In the end, a total score is obtained by summing up the scores on all the 20 items. Thus, higher score indicates greater SI in an individual. α-reliability is 0.78.

The Organizational commitment Questionnaire developed by Mowday, Steers, and Porter in 1974. The organizational commitment scale consists of 15 items with 7 response categories from “strongly disagree” to “strongly agree”. Item are scored on a range from 1 to 7, providing a total score between 15 to 105. α-reliability is 0.90.

The Warwick-Edinburgh Mental Well-being Scale (WEMWBS; 2006) comprises 14 items that relate to an individual‟s state of mental well-being. The Warwick-Edinburgh Mental Well-being Scale (WEMWBS) was developed by researchers at the Universities of Warwick and Edinburgh. The

WEMWBS comprises of 14 items with 5 response categories, from "None of the time" to "All of the time". Items are scored on a range from 1 to 5, providing a total score between 14 and 70. The total score is obtained by summing the score for each of the 14 items. α-reliability is 0.79.

Data Collection

The study is conducted in two phases, pilot study phase and main study phase.

In phase I The regression study was conducted which is quantitative in its nature. Quantitative study was conducted using self-reported questionnaires. Self-reported measures include SSI scale of Spiritual Intelligence, OCQ for Organizational Commitment and WEMWBS to measure Well-being. This is done to ensure the reliability of scales. Pilot study consist of sample of 50 which was divided according to gender .

In phase II 250 individuals were taken to participate in the research. Selected population was divided in two halves.250 was further divided into the male female category and scales of spiritual intelligence, organizational commitment and well-being scale were applied on the selected sample to find out a validity of hypothesis among the desired variables. The process of research aims to determine gender difference between males and females along with the impact of spiritual intelligence on organizational commitment and well-being of organizational employees.

Data Analysis

After collecting, data is analyzed using SPSS. This method is efficient for getting accurate results for research. Regression analysis and t-test is used for getting accurate and effective results.

Table 1

Cronbach's Alpha Reliability for Spiritual Intelligence scale

(N=50)

Reliability Statistics

Scale	No. of items	α
Scale for Spiritual intelligence	20	0.6

The above table (1) indicates the value of α of Spiritual Intelligence is 0.6 which indicate that the value is highly reliable.

Table 2

Cronbach's Alpha Reliability for Organizational Commitment scale

(N=50)

Reliability Statistics

Scale	No. of items	α
The organizational commitment Questionnaire	15	0.808

The above table (2) indicates the value of α of organizational commitment is 0.808 which indicate that the value is highly reliable.

Table 3

Cronbach's Alpha Reliability for Well-being scale

(N=50)

Reliability Statistics

Scale	No. of items	α
Warwick-Edinburgh Mental Well-being Scale	14	0.874

The above table (3) indicates the value of α of well-being is 0.874 which indicate that the value is highly reliable.

Table 4

Impact of Spiritual Intelligence on Organizational Commitment of employees

(N=250)

R	R^2	Adj. R^2	F	p
.411	.169	.165	50.274	.001

Above table (4) indicates the value of F(50.274) which demonstrates that the model is a good fit, and p value is less than .05 which means spiritual intelligence produces significant impact on organizational commitment. (p = .001)

Table 5

Regression Coefficient

(N=250)

B	SeB	ß	95 CI	
			L B	U B
55.25	2.24	.411	50.838	59.661

It is demonstrated from the above table (5) that variation occurs between the range of 50.838 – 59.661 under the confidence level of 95%. The value of ß is moderately positive which demonstrates that there is association between spiritual intelligence and organizational commitment.

Table 6

Impact of Spiritual Intelligence on Well-being of employees

(N=250)

R	R^2	Adj. R^2	F	p
.359	.129	.125	36.627	.001

Above table (6) indicates the value of F (36.627) which demonstrates that the model is a good fit, and p value is less than .05 which means spiritual intelligence produces significant impact on well-being. (p = .001)

Table 7
Regression Coefficient
(N=250)

B	SeB	ß	95 CI	
			L B	U B
57.12	2.31	.359	52.567	61.666

It is demonstrated from the above table (7) that variation occurs between the range of 52.567 – 61.666 under the confidence level of 95%. The value of ß is positive which demonstrates that there is association between spiritual intelligence and well-being.

Table 8
Mean, standard deviation and t-test of organizational commitment between gender differences
(N=250)

Scale	Gender	M	S.D	t	p	Lower limit	Upper limit	Cohen"s d
OCQ	Male	72.51	13.74	2.08	.03	.18509	6.75891	0.262945
	Female	69.04	12.63			.18498	6.75902	

The above table (8) shows that on the scale of OCQ the mean value of female (M=72.51) indicates that males have high level of organizational commitment than females (M=69.04) and the p value (0.03) is significant.

Table 9
Mean, standard deviation and t-test of well-being between gender differences
(N=250)

Scale	Gender	M	S.D	t	P	Lower limit	Upper limit	Cohen"s d
WEMWBS	Male	50.09	9.26	2.04	.04	.08399	4.62001	0.228536
	Female	48.01	8.94			.08398	4.62002	

The above table (9) shows that on the scale of WEMWBS the mean value of male (M=50.09) indicates that males have high level of well-being than females (M=48.01) and the p value (0.04) is significant.

Discussion

The spiritual domain has always been overlooked due to the sensitive nature and character of the topic. The certain wrongful connotation attached with the spirituality regarding religiosity prevailing among the society is labeled as sensitive. However, these topics bind the community together and encourage people to manifest the impact of spiritual intelligence in varied domains of life including organizational commitment as well as well- being.

The present study tends to discover the impact of spiritual intelligence on the organizational commitment and well-being of employees. The further objective was to find out the gender differences in the above mentioned variables among employees.

For this purpose, a population sample of 250 employees were taken and their responses were recorded using reliable questionnaires and analyzed using Statistical package for Social Sciences. The research study was split into two phases, the pilot study and the phase of main study.

Pilot study was held previously to test reliability of number of instruments utilized in the research. Therefore, 50 participants out of employee population were taken as a sample from Rawalpindi and Islamabad. To test the reliability Cronbach"s alpha was applied and the result for the scale of Spiritual Intelligence was α=0.6, The Organizational Commitment Questionnaire was α=0.808 and Warwick-Edinburgh Mental Well-

being Scale was α=0.874, respectively. Hence, pilot study proved the authenticity of the three scales.

The second phase of study consisted of 250 participants from Rawalpindi and Islamabad. Participants gave their responses regarding the variables and their responses were recorded and analyzed using SPSS (statistical Package for social Sciences).

The study aimed to check the impact of Spiritual intelligence on the organizational commitment and wellbeing. Through understanding the impact of spirituality on organizational commitment it can be possible to reduce the turnover of employees and also help to alleviate cost of recruiting as well as training new staff by enhancing job satisfaction. This research tends to motivate the managers to increase spiritual intelligence of employees to enhance efficiency and effectiveness.

The first objective was to study the significant impact of spiritual intelligence on organizational commitment of employees. When the impact was analyzed, the results demonstrated that there was a significant impact of spiritual intelligence on organizational commitment (F=50.274, p= .001). In regression coefficient, the value of ß (0.411) was also found to be moderately positive indicating an association between spiritual intelligence and organizational commitment.

A study was conducted in Tehran, where relationship was found to be existing between spiritual intelligence and organizational commitment in employees of universities in Tehran, higher spiritual intelligence corresponded to higher organizational commitment. (Kalantarkousheh, 2014). Spiritual intelligence significantly and positively impacts organizational commitment. (Ravikumar, 2014)

Second objective was to study the significant impact of spiritual intelligence on wellbeing of employees. In the current scenario of organizational development, there is a way to inculcate spirituality into organizations. A proper integration of spiritual intelligence with the employee's wellbeing lead to the development of a healthy work environment. When the impact was analyzed, the results demonstrated that there was a significant impact of spiritual intelligence on well-being (F=36.627, p= .001). In regression coefficient, the value of ß (0.359) was also found to be positive indicating an association between spiritual intelligence and wellbeing.

In one of the previous researches there was found a significant relationship between psychological wellbeing and having purpose in life among nurses. (Sahebalzamani M. , 2013). Spiritual intelligence tends to enhance well-being positively (F, et al., 2010). There is growing empirical evidence regarding the promotion of physical and psychological well-being by inculcating spiritual values and behaviors. Exploring these links employees can connect with their work environment in a better way.

The present study also looked into the gender differences among the study variables. Results revealed that organizational commitment in male (M= 72.51) population was more than female (M= 69.04) population. In a previous study conducted on the effect of gender on organizational commitment of teachers and it was also seen that males have stronger organizational commitment than females. (Adydin, 2011)

The present study also revealed that wellbeing of employees was greater in male population (M=50.09) as compared to female population (M=48.01). Previous study conducted on the gender differences in the domain of psychological wellbeing and health problems among European health professionals and it was seen that female health professional reported lower psychological well-being as compared to male counterparts. (Gomez-Baya & Diego, 2018)

"Spirituality helps employees to achieve Salvation through work." Karakas reviewed 140 articles written on workplace spirituality which portrays that a) Spirituality increases employee‟s wellbeing as well as quality of life. b) Spirituality helps to inculcate a sense of purpose and meaning in employees at work and c) spirituality tends to provide employees sense of interconnectedness and community. (Karakas, 2010)

Recommendations

On the basis of findings following are the recommendations:

1. It is imperative to discuss this critical topic on a public platform or in an academic discipline, so the generations ahead are better equipped to deal with organizational obstacles.

This research can be broadcasted in organizations to widely discuss its impact and let the employees acquaint themselves with the realities that await them.

2. This topic has the prospect to be explored vastly because of its profound scientific and psychological background, effects, and implications. This study can be integrated into organizational settings to enhance and manage work productivity as well as well-being of employees.

3. This study has been popular in further examination of variables with varying demographics with regard to spiritual intelligence and therapeutic interventions are applied in organizational settings to better enhance the work environment as well as develop well-being of employees.

4. The organizations should provide spirituality oriented therapy to increase organizational commitment and job related satisfaction (spiritual based therapy such as spiritual oriented Cognitive Behavior Therapy).

5. By enhancing spirituality in employees, organizations overcome the withdrawal behavior and increase productivity. The concept of spiritual intelligence has not been sufficiently studied, especially in the field of management. Researcher can make contribution in the field of management. The variable such as organizational citizenship behavior (OCB) and employees‟ performance could be used by future researcher.

Conclusion

The findings underscore that there is a significant impact of Spiritual Intelligence on Organizational Commitment and Well-being of Employees. Additionally, significant gender differences have been observed with regard to Organizational Commitment and Well-being. It is concluded that there is greater element of Organizational Commitment and Well-being in males than in females.

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