



## Relationship Between Spiritual Intelligence and Job Satisfaction- A Conceptual Study

Dharma Raj. S

Department of Management Studies, Manonmaniam Sundaranar University, Tirunellveli

Dr. L. Kanaga  
lakshmi

Assistant professor, Department of Management Studies, Manonmaniam Sundaranar University, Tirunellveli

### ABSTRACT

*Spiritual intelligence is introduced as complementary part of human intelligence set, different from IQ and emotional intelligence.. During late 20th century, some evidences revealed there is another type of intelligence which can complete the image of human intelligence. Research work based on relationship between spiritual intelligence and job satisfaction. Danah Zohar (1997) introduced spiritual intelligence for the first time and proved its existence using some scientific reasons. Using this intelligence, people can view their lives with extended view and act efficiently in their lives. Today, spiritual intelligent is discussed not only in individual area but in organizational area, and has entered not only psychological domain, but other human science areas- such as management. Most of scientists believe that spiritual intelligence is the most important type of intelligence which has the power to change our life, society, and history.*

**KEYWORDS :** Job satisfaction, Spiritual intelligence, IQ.

### 1. Introduction:

Over the years, many researchers have been done to find the best criteria to predict coordination of individuals with their surrounding environment, based on specific characteristics of each person. Hence, when the concept of IQ was offered, it attracted the attention of many people all around the world. Since then, from early 20th century, IQ was introduced in psychological topics.

#### Many researchers agree that different aspects of intelligence structure include:

- Series of related intellectual capabilities
- Can be developed during life time
- Simplifies problem solving process and compatibility with a natural specific environment
- Enables individuals in accurate judgment and reasoning
- Represents a compound component or biological bases of mind

Many years after introduction of this intelligence and its applications all over the world, researchers found limitations of this intelligence and understood that many people with higher IQ have problem in controlling their emotions and behaviors and cooperating with the other people, while people with lower IQ have achieved professional successes (Bradbury and Travis, translated by Ganji, 2005). In general, intelligence can be defined as ability of people in adjusting themselves with new conditions. There are different types of intelligence: body intelligence, oral intelligence, visual intelligence, logical intelligence, emotional intelligence, musical intelligence, intra- personal intelligence, inter-personal intelligence, and spiritual intelligence.

Spirituality is considered one of the key factors for the success of the organization. Many organizations today are making every effort to achieve success by using all its potential to maximize commitment, job satisfaction and internal motivation of employees through various spiritual domains (Malik 2010), Rego and Cunha (2008) states that when people have high spirituality in the workplace, it may be more responsible for the organization and they have a high loyalty. Corrective action on climate spirituality in the workplace, managers can promote commitment to the organization that will affect the performance of people and organizations. This research work is based on spiritual intelligence. It is a new concept on which many researchers have not to be done in India. So this research specially focused on any relationship between spiritual intelligence and job satisfactions in conceptual oriented.

### 2. Literature Review & Literature Review on the Link between Research Variables

#### 2.1. Spiritual Intelligence

Like other concepts in the field of psychology and management, various definitions have been introduced for describing the term "spiritual

intelligence". According to Emmons (2000), people who are spiritual intelligence have the capacity of using spiritual resources to solve problems. They are also conscious people who have the ability to link daily activities with sacred concepts, and also able to perceive physical matters. In this study we used seven dimensions developed by Wolman (2001) as follows: (1) Divinity: refers to the feeling about a superior power and resource of energy, (2) Mindfulness: refers to bodily process like eating some special foods or engaging in some practices like Yoga, (3) Extrasensory perception: refers to sixth sense of people and supernatural matters, (4) Community: refers to participating in social practices like charitable organizations, (5) intellectuality: refers to inclination and commitment of people to read about spiritual and sacred matters, (6) Trauma: refers to pressures caused by the death and illness of other people, (7) Childhood spirituality: refers to people childhood spiritual experiences like reading sacred books or going to church.

#### 2.2. Job Satisfaction

People should choose a job to provide good life for themselves and their families. Job is considered as a tool which helps people to reach their aims. But, the important issue is that whether a person is satisfied with his job. According to Locke (1976), job satisfaction is a good feeling caused by appraising different aspects of one's job. Similarly, Mottaz (1988) defined job satisfaction as an emotional response to workplace conditions appraisal. Various dimensions have been introduced for measuring job satisfaction. In this study we used six dimensions developed by Stamps and Piedmont (1986) as follows: (1) Pay: refers to the amount of received money by employees, (2) Autonomy: refers to the independence and freedom in workplace, (3) Task requirements: refers to activities that should be done in a job, (4) Organizational policies: refers to managerial and organizational policies and procedures, (5) Interaction: refers to opportunities that employees are able to communicate with each other, (6) Professional status: refers to overall importance of a job perceived by an employee himself or by others.

#### 1.3 Spiritual Intelligence and Job Satisfaction

Little attention has been paid to the link between spiritual intelligence and job satisfaction. Rastgar et al. (2012) found that there is no significant relationship between spiritual intelligent and job satisfaction. Whereas, Jelodar and Goodarzi (2012) and Khorshidi and Ebadi (2012) showed that there is a significant positive relationship between these two variables.

#### 2.Components of spiritual intelligence

- Intuitive Wisdom: an insight which allow human to day-dream special aspects of reality. It also allows people to understand majesty of creation and know self.
- Reasoned understanding: it's in contrast with intuitive wisdom. This process includes tracing, developing, and analyzing insight acquired from intuition to clarify

- meaning and special details of insight.
- Awareness of intention: incorporation of intuitive wisdom and reasoned understanding enables people to enter cognition phase, knowing the whole objectives of their desires.
- Compassion and love: love represents unlimited stream of Love and Energy of Almighty.
- Focused power and justice: limitation and constraints are opposite of love. When it evolves positively, indicates justice and fair. It creates order and responsibility and ability to control and evaluate behaviors of individual.

**3.Spiritual intelligence and work environment**

Nowadays, investigations and researches on this area are very challenging. The era we live in is called the age of complexity and change; organizations are placed in the edge of order and disorder and continuously change their place in this paradoxical state. To confront these circumstances, management science experts and theorists have offered different theories, such as learning organizations, holographic organizations, time management, productivity management, total quality management, objective-based management, quality of work life, and entrepreneurial organizations. Today, spiritual intelligent is discussed not only in individual area but in organizational area, and has entered not only psychological domain, but other human science areas- such as management.

Mathew Fox (1994) state that: "we should find a way to heart. Without nourishing heart, we starve of mental hunger. Whatever we gain from work and any progress in job can't calm feeling of spiritual death in our inside". While many people believe that there is no spirituality in work and work environment, many researches show that spiritual intelligence can be used in most of work areas.

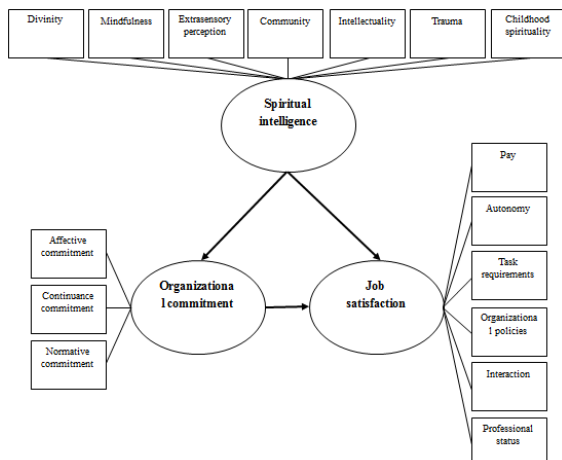
**4.Spiritual intelligence and job satisfaction:**

**Spiritual intelligence is necessary for:**

- Exploring and using deepest inner sources, to obtain flexibility and tolerance along with attention and accuracy
- Having sense of identity when a person confronts variable relations in work environment.
- Ability to recognize true meaning of events, circumstances and creating meaningful job
- Recognizing and balancing individual values with a clear understanding of objectives
- Maintaining values and being honest.

**5.Relationship between Spiritual intelligence and job satisfaction model:**

Figure 1 shows the conceptual framework which involved the relationship between spiritual intelligence as independent variable, job satisfaction as mediating variable and organizational commitment as dependent variable.



**FIGURE 1**  
**Spiritual intelligence and job satisfaction model (contrib-**

**ute to wolman (2001) and Nadiri, H. & Tanova, C. 2010)**

Wolman (2001) used psycho matrix spiritual inventory (PSI) to measures spiritual intelligence. PSI was constructed using seven factors divinity, mindfulness, intellectuality, Community, extra sensory perception, childhood spirituality, and trauma.

The researcher briefly explains about three types of variables in PSI factors and organization commitment and job satisfaction.

**❖Spiritual intelligence or PSI factors:**

In this study we used seven dimensions developed by Wolman (2001) as follows: (1) Divinity: refers to the feeling about a superior power and resource of energy, (2) Mindfulness: refers to bodily process like eating some special foods or engaging in some practices like Yoga, (3) Extrasensory perception: refers to sixth sense of people and supernatural matters, (4) Community: refers to participating in social practices like charitable organizations, (5) intellectuality: refers to inclination and commitment of people to read about spiritual and sacred matters, (6) Trauma: refers to pressures caused by the death and illness of other people, (7) Childhood spirituality: refers to people childhood spiritual experiences like reading sacred books or going to church.

Then PSI or spiritual intelligence factors link into organization commitment and job satisfaction these types of factors is more importantly relationship between spiritual intelligence.

**❖Organization commitment link into be spiritual intelligence:**

The concept of organizational commitment refers to employees' loyalty to their organizations and a process that employees cooperate in organizational decision making. During time, researchers introduced three dimensions for organizational commitment as follows:

- (1) Affective commitment: refers to the sense of dependence that employees have to their organizations.
- (2) Continuance commitment: refers to inclination of employees to remain in their organizations because of the negative consequences of leaving their organizations like being unemployed.
- (3) Normative commitment: refers to the sense that employees consider themselves as members of a family.

**❖Spiritual intelligence or PSI factors, organization commitment to relationship between job satisfactions:**

People should choose a job to provide good life for themselves and their families. Job is considered as a tool which helps people to reach their aims. But, the important issue is that whether a person is satisfied with his job. Various dimensions have been introduced for measuring job satisfaction. In this study we used six dimensions developed by Stamps and Piedmont (1986) as follows:

- (1) Pay: refers to the amount of received money by employees,
- (2) Autonomy: refers to the independence and freedom in workplace,
- (3) Task requirements: refers to activities that should be done in a job,
- (4) Organizational policies: refers to managerial and organizational policies and procedures,
- (5) Interaction: refers to opportunities that employees are able to communicate with each other,
- (6) Professional status: refers to overall importance of a job perceived by an employee himself or by others.

These are all entire factors link to be how to identify the relationship between spiritual intelligence and job satisfaction.

**6.CONCLUSION**

Many authors find out the different types of intelligence like emotional intelligence, business intelligence, and artificial intelligence. The spiritual intelligence is entirely different from other kind of intelligence. SI aim is maintaining the values and being honest. In the organization side it is having sense of identity when a person confronts variable

relations in work environment. It is ability to recognize true meaning of events, circumstances and creating meaningful job. It recognizing and balancing individual values with a clear understanding of objectives. We are discussing some of the factors is emotionally link between the SI. Finally the results of the research lot of relations between the spiritual intelligence and job satisfaction.

## REFERENCES

- Journals: | 1. Zohar, D. (2000). SQ: Spiritual Intelligence, the Ultimate Intelligence", ISBN 0747546762. | 2. Zohar, D. (2005). Spiritually Intelligent Leadership" Leader to Leader.38: 45-51. | 3. Tett, R. & Meyer, J. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: path analysis based on metaanalytic findings. *Personnel Psychology*, 46: 259-293. | 4. Wolman, R. N. (2001). Thinking with your Soul: Spiritual Intelligence and why it Matters. New York: Harmony Books. | 5. Rastgar, A. A., Davoudi, S. M. M., Oraji, S., Abbasian, M. (2012b). A study of the relationship between employees' spiritual intelligence and job satisfaction: A survey in Iran's banking industry. *Spectrum: A journal of multidisciplinary research*, 1(2): 57-74. | 6. Allen, N. J. & Meyer, J. P. (1990). The Measurement & Antecedents of Affective, Continuance and Normative Commitment to the organization. *Journal of Occupational Psychology*, 63. | 7. Atchinson, T. & Lefferts, E. (1975). The prediction of turnover using Herzberg's job satisfaction techniques. *Personnel Psychology*, 25: 53-64. | 8. Deconinck, J. B. (2009). The effect of leader-member exchange on turnover among retail buyers. *Journal of Business Research*, 62(11): 1081-1086. | 9. 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. | 10. Guleryuz, G., Guney, S., Aydin, E. M., & Asan, O. (2008). The mediating effect of job satisfaction between emotional intelligence and organizational commitment of nurses: A questionnaire survey. *International Journal of Nursing Studies*, 45: 1625-1635. | 11. Hartline, M. D. & Keith, C. J. (1996). Employee performance cues in a hotel service environment: influence on perceived service quality, value, and word-of-mouth intentions, *Journal of Business Research*, 35: 207-215. | 12. Jelodar, S. Y. & Goodarzi, F. L. (2012). What Is the Relationship between Spiritual Intelligence and Job Satisfaction among MA and BA Teachers? *International Journal of Business and Social Science*, 3(8). | 13. Joreskog, K. G. & Sorbom, D. (1989). "LISREL 7: A guide to the program and application", 2Ed, Chicago: SPSS Software. | 14. Khorshidi, A. & Ebadi, M. G. (2012). Relationship between spiritual intelligence and job satisfaction. *J. Appl. Environ. Biol. Sci.*, 2(3): 131-133. | 15. Kim, W. G., Leong, J. K., & Lee, Y-K. (2005). Effect of service orientation on job satisfaction, organizational commitment, and intention of leaving in a casual dining chain restaurant. *Hospitality management*, 24: 171-193. | 16. Korp, H., Nickson, J. and Jack, W. (1973). Motivation hygiene deprivation as a predictor of job turnover. *Personnel Psychology*, 26: 77-84. | 17. Locke, E. A. (1976). The nature and causes of job satisfaction. In *Handbook of Industrial and Organizational Psychology*. Palo Alto: Consulting psychologists Press, 3: 1297-1349. | Website: | 1. [https://www.google.co.in/search?q=three+dimensions+of+intelligence&source=Inms&tbm=isch&sa=X&ei=QPANU\\_unLCTiAfI-GwBA&ved=0CAcQ\\_AUoAQ&biw](https://www.google.co.in/search?q=three+dimensions+of+intelligence&source=Inms&tbm=isch&sa=X&ei=QPANU_unLCTiAfI-GwBA&ved=0CAcQ_AUoAQ&biw). | 2. <https://www.google.co.in/search?q=spiritual+intelligence+and+job+satisfaction&source>. | 3. [https://www.google.co.in/search?q=spiritual+intelligence+model&source=Inms&tbm=isch&sa=X&ei=xvINU7KeGsvxiAeltHgDA&ved=0CAcQ\\_AUoAQ&biw=1024&bih=649](https://www.google.co.in/search?q=spiritual+intelligence+model&source=Inms&tbm=isch&sa=X&ei=xvINU7KeGsvxiAeltHgDA&ved=0CAcQ_AUoAQ&biw=1024&bih=649).