

# Relationship between Spiritual Intelligence and Organizational Citizenship Behaviour of Executive Employees

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**Abstract:** We investigated the relationship between Spiritual intelligence and Organizational Citizenship Behaviour of executive employees of IT and non-IT in Bangalore. Spiritual intelligence is a higher level of intelligence which enhance the better understanding of self and develop healthy interpersonal relationship in the social life of human beings. Organizational Citizenship behavior is referring to the extended services beyond their usual job responsibilities without claiming compensation for their extra services. The study conducted among executive employees (N=101) of various organizations in Bangalore, India. Regression analysis of the results indicate that Spiritual intelligence of executive employees has positive correlation and spiritual intelligence of executive employees has significant predictive factor of OCB. And the dimension of spiritual intelligence, such as Personal meaning production has high correlation with OCB than other dimension such as, Critical existential thinking, Transcendental awareness and Conscious state expansion has not significant relation with Organizational Citizenship Behaviour.

**Key words;** Spiritual intelligence, organizational citizenship behavior, executive employees, managers, Critical existential thinking, Personal meaning production, Transcendental awareness, Conscious state expansion.

## I. INTRODUCTION

The modern organization is more dynamic in nature not only in the physical structure or modern technology, but also in the workforce as it is become more diverse and complex in nature, since the organizations are more globalized. Organization expected their executive employees (Managers, team leaders, project managers etc.) need to be more humane like respecting others, fair and just treatment, displaying care and concern, active listening, recognize others work and performance and extending their help to their subordinate and co-workers. Traditionally, organization prefer to recruit highly intelligent employee, as the intelligence of employee is one of the predictive factors of job performance, but the Modern Organization recruit employee who have an average intelligence with good humanitarian nature, as they show extended service beyond the compensation which is termed as Organizational Citizenship Behaviour. Executive employees are expected to be good leader, achieve organizational goals by motivating their subordinates, creating a positive ethical climate, instilling trust and promoting positive relationships (Poornima Tapas and Shubhra Anand 2016)

### 1.1 Definition

#### Spiritual intelligence

In the recent days, psychologists, philosophers and management theorists used the concept of spiritual intelligence (SQ), which is evolved from Daniel Goleman's Emotional intelligence (EQ) and intelligence (IQ). Danah Zohar introduce the concept of Spiritual intelligence in 1977. Spiritual intelligence defined (Emmons, 1999) "as an instrument of mature personality that enables the fulfillment of spiritual goals or strivings. Spiritual intelligence is the higher form of intelligence which defined as an ability to access higher meanings, values, abiding purposes, and unconscious aspects of the self and to embed these meanings, values, and purposes in living richer and more creative lives (Danah Zohar, 2018). Cindy Wigglesworth, defined spiritual intelligence in her book, "SQ21: The twenty-one skills of Spiritual intelligence", "as the ability to behave with wisdom and compassion while maintaining inner and outer peace regardless of the situation" Maureen Metcalf (2015). Spiritual intelligence is a set of skills that connect people to their own source of meaning, purpose, and ethics. Spiritual intelligence results in a sense of deeper meaning and purpose, combined with improvements in a wide range of important life skills and work skills (Richard Griffiths). All the definition assumes that spiritual intelligence includes set of abilities and competencies that may be part of our knowledge and problem-solving behavior with heightened states of consciousness. Emmons (2000) identified five components of Spiritual intelligence such as;

- The capacity to transcend the physical and material
- The ability to experience heightened state of consciousness
- The ability to sanctify everyday experience
- The ability to utilize spiritual resources to solve problems, and
- The capacity to be virtuous

King (2008) defined spiritual intelligence as a “set of mental capacities which contribute to the awareness, integration, and adaptive application of the nonmaterial and transcendent aspects of one’s existence, leading to such outcomes as deep existential reflection, enhancement of meaning, recognition of a transcendent self, and mastery of spiritual states”

### Organizational Citizenship Behaviour

In the modern and dynamic organizations are in continuous search for employees, who extended the service beyond the job description and not expecting compensation. In general, who can voluntary him /her self and put extra effort at their work place, which in turn enhance the job performance and team work to achieve the organizational goals. The concept of Organizational Citizenship behaviour (OCB) was introduced by Dennis Organs (1988), defined as “individual behaviour that is discretionary, not explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization.” any behavior neither prescribed nor rewarded, yet it contributed to the comfortable and successful functioning of the organization are included as Organizational Citizenship Behaviour (OCB). OCB included seven types of specific behaviour (Podsakoff et al., 2000).

- **Altruism:** it is a tendency to help others by voluntarily
- **Sportsmanship;** refers positive attitude and willingness to sacrifice own interests for the benefit of organization.
- **Organisational loyalty:** Being loyal by promote positive image of the organization to the outsiders.
- **Organisational compliance;** which implies obeying company rules, regulations and procedures.
- **Individual initiative:** being proactive, which means the employee shows constant progress in his work performance and same encouraging their subordinates and colleagues to do so.
- **Civic Virtue;** refers to being actively involved in the political membership of the organization engaging in policy issues.
- **Self-development;** which means the employee voluntarily to improve oneself in terms of knowledge, skills and ability to expand the contribution to the organisation.

### Review of Related Literature

#### Spiritual intelligence

Len Tischler, Jerry Biberman and Robert McKeage (2002), study on linking emotional intelligence, spirituality and workplace performance by reviewing various research and developed a model of relationship between EI and SQ with the job performance the result of the study shows that both EI and spirituality seem to lead a greater individual work success. Development of spiritual intelligence and Emotional intelligence, will enhance the sense of independence, self-supportiveness, time competences, and self-actualization. Emotional intelligence and spiritual intelligence, both these abilities complement each other will result in a better workforce for the organization. High level of Spiritual intelligence and emotional intelligence will display better levels of teamwork, co-operation and inter-active skills. (Susan Tee Suan Chin, R. N. Anantharaman and David Yoon Kin Tong, 2011). Seyed Mohammad Kalantarkousheh, et.al (2014) studied the relationship between spiritual intelligence and organizational commitment of universities staff in Tehran province, Iran. The study indicate that spiritual intelligence has positive effects on universities staff’s organization’s effectiveness and same increases the organizational commitment. the male staff shows more significant relationship between spiritual intelligence and organizational commitment.

#### Organisational Citizenship behaviour

Stephen Banahene et.al (2017) Studied organisational citizenship behaviour and its effect on job satisfaction and employee loyalty among Christian workers, the OCB behaviour of altruism, organisational compliance and enthusiasm have direct and significant effect on job satisfaction. OCB is a strong predictor of organisational commitment which implied that organisational leaders need to value OCB to create organisational commitment among the employees, which is essential for the organisations growth and development (Meera Shanker, 2016). The study conducted on Korean employees to examine personality traits relation with OCB, as the explored personality traits of conscientiousness positively related to OCB ( Joshua S.Bourdage, et.al, 2012). The study on Indian organization to find the dimensions of the OCB which perceived by the managers. The Indian managers express the tendency of helping their colleagues in demanding situation, as result revealed that employees work hard and go beyond their expected time of work, which is essential for the OCB ( Meera Shanker, 2014).

#### 1.2 Objective of Study

This present study tries to explore the relationship between spiritual intelligence of executive employees on their organizational citizenship behavior specifically our study objectives focuses on the following;

1. To study the relationship between Spiritual intelligence and organizational citizenship behavior of executive employees.
2. To study the relationship between dimensions of spiritual intelligence on executive employees’ organizational citizenship behaviour
3. To study the difference between IT (information technology) and Non- IT (service and technical) executive employees’ level of Spiritual intelligence on organizational citizenship behavior.

## II. METHODOLOGY

### 2.1 Sample

The present study collected the data through simple random sampling method. The two questionnaires spiritual intelligence and organisational citizenship behaviour were sent to potential executive employees in a selected private organisation of both IT and Non- IT in Bangalore, India. Nearly N=101, executive employee’s data were collected out of which 60 male and 41 female executives with the average age group between 20 to 30 years. This study includes the executive employees who are in the job position of team leaders, first line mangers and Middle managers of various IT and non-IT companies of Bangalore, India. The operational definition of Executive employee refers to the employees who are having a primary job responsibility to lead their subordinates, take decisions and plan strategies for the organization to achieve the goals. This study excluded the employees who are below the level of team leaders and not consider their level of experiences and age factors.

### 2.2 Hypothesis

On the basis of past research and existing literature reviews we formulated hypothesis as followed;

H1: There is significant relationship between Spiritual intelligence and organizational citizenship behavior of executive employees

H2: There is significant relationship between the Dimensions of Spiritual intelligence; Critical existential thinking, personal meaning production, transcendental awareness and conscious state expansion on organizational citizenship behavior of executive employees

### 2.3 Variable of the study

- **Independent variable:** Spiritual intelligence (SI) of executive employee
- **Dependent Variable:** Organization Citizenship Behaviors (OCB) of executive employee

### 2.4 Tools used for the study

#### I. Organizational citizenship behaviour (OCB scale);

Organizational citizenship behavior was measured by the OCB scale developed by Dr. Sangeeta Jain and Dr. Vivek Sharma, (2010). This scale consists of 36 items which measure four dimensions like; 1) Altruism, 2) Organizational compliance, 3) Sportsmanship and 4) loyalty. All the 36 items were used a five-point response like strongly agree to strongly disagree. Higher score indicates the high organizational citizenship behavior. The reliability of the scale was determined by split half method and the reliability coefficient is 0.89. the scale has high content validity as 0.94.

#### II. The Spiritual intelligence Self-Report Inventory (SISRI-24)

Spiritual intelligence of executive employee measured with the help of spiritual intelligence self-report inventory developed by D.King (2008). This self-report inventory consists of 24 items and use five -point scale responses like Not at all true of me to completely true to me. This inventory has subscale scores on four factors such as 1. Critical Existential thinking, Personal Meaning Production, Transcendental Awareness and Conscious state expansion. The split half reliability coefficient has been found to be 0.91 in this scale with the Cronbach's Alpha is .920 (the sub scale CET=.78; PMP=.78; TA=.87; CSE=.91)

### 2.5 Statistical analysis

In this study to examine the relationship between Spiritual intelligence (SI) and Organizational Citizenship behavior (OCB) through correlation and the hypothesis testing was used T-test and Regression analysis, which are computed through SPSS to find the statistically significant.

## III. RESULTS AND DISCUSSION

This obtained data were analyzed through the inferential statistics to test the hypothesis. Regression analysis calculated to find out the significance of relationship between the variables of spiritual intelligence and OCB of executive employees. And further analysis of correlation between the dimensions of Spiritual intelligence such as Critical Existential thinking, Personal Meaning Production, Transcendental Awareness and Conscious state expansion.

**Table 1: Shows the Regression analysis model summary between Spiritual intelligence and Organizational citizenship behavior**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.295 <sup>a</sup>	.087	.078	14.315

a. Predictors: (Constant), Spiritual Intelligence

b. Dependent Variable: Organizational Citizenship Behaviour

H1: There is significant relationship between Spiritual intelligence and organizational citizenship behavior of executive employees  
The correlation and regression analysis were conducted to identify the relationship existing among the dependent variable of organisational citizenship behaviour and Independent variable of spiritual intelligence. The Table 1, represents the R square of 0.087 for the regression analysis of organizational citizenship behaviour of 0.295. this means that 8.7% of the variation in the OCB be explained by the spiritual intelligence, the other 91.3% remain unexplained.

**Table 2: The Regression analysis between Spiritual Intelligence and OCB of executive employees and its significance**

#### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	124.104	5.612		22.112	.000
	SI	.298	.097	.295	3.070	.003

a. Dependent Variable: Organizational Citizenship Behaviour

The regression analysis results of spiritual intelligence and OCB is interpreted through table 2. The p-value of total spiritual intelligence with OCB is 0.003 (P<0.05) which is significant. Which proves the hypothesis H1 "There is significant correlation between Spiritual intelligence and organizational citizenship behavior of executive employees". Spiritual intelligence has positive correlation with transformational leadership style in the corporate leaders in different sectors. Spirituality strengthened and improve the leadership quality in corporate executives



Mehta, Mita & Yadav, Vijaylaxmi & Pancholi, Richa & Chandani, Arti & Mandir, Nirav. (2019). The spiritually intelligent manager or any executive employee derives performance through understanding and support of subordinate as well nurture and mentor the inner strengths of the employees. So the executive employee make use of best of their subordinate inner skills to fulfill their goals and organizational goals

**Table 4; Regression analysis between the dimensions of spiritual intelligence and OCB of executive employees**

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	123.379	5.274		23.394	.000	112.911	133.848
	CRITICAL EXISTENTIAL THINKING	-.572	.326	-.202	-1.755	.083	-1.220	.075
	PERSONAL MEANING PRODUCTION	2.169	.584	.528	3.713	.000	1.010	3.329
	TRANSCENDENTAL AWARENESS	-.377	.441	-.123	-.854	.395	-1.253	.499
	CONSCIOUS STATE EXPANSION	.587	.433	.161	1.354	.179	-.273	1.447

a. Dependent Variable: OCB TOTAL SCORE

The further regression analysis of spiritual intelligence dimension; critical existential thinking, personal meaning production, transcendental awareness and conscious state expansion in relation with OCB of executive employees. Table 3, indicate that the p-value of critical existential thinking with OCB is 0.083 ( $P > 0.05$ ) and the t-value is -1.396, which is not significant at 0.05 level. Therefore, the relationship between the critical existential thinking and OCB is not significant. In the dimension of personal meaning production p-value is 0.000 ( $P < 0.05$ ) and the t-value is 3.713, which is significant at 0.01 level. Therefore, the relationship between the variable of Personal meaning production is highly significant with OCB of executive employees. In the next dimension of spiritual intelligence is transcendental awareness, its p-value is 0.395 ( $P > 0.05$ ) which is not significant at 0.05 level, therefore transcendental awareness is not having significant relationship with OCB of executive employees. The last dimension of spiritual intelligence is conscious state expansion, the p-value is 0.179 ( $P > 0.05$ ) which is not significant relation with OCB of executive employees. This research results explored that the dimension of personal meaning production has high impact relationship with OCB of executive employees than other dimensions of spiritual intelligence. Personal meaning production is ability to define goals and learn for experience with adaptive skill. Personal meaning production appears to be highly adaptive in crises of an existential or spiritual nature (David B. King, 2010). The executive employee with good OCB due to the high end -state of personal meaning production ability.

#### IV. DISCUSSION

The objective of the present study is to find the relationship between Spiritual intelligence and OCB of executive employees, to evaluate the relationship regression analysis was used to test the hypothesis and determine the significance of relationship. The dimension of spiritual intelligence such as critical existential thinking, personal meaning production, transcendental awareness and conscious state expansion also analysis the relationship with OCB. The result of this study revealed spiritual intelligence of executive employees has significant relationship with OCB. Spiritual intelligence is a good predictor of OCB ( $t = 3.070, p < .001$ ) this research result consider with a study conducted in Islamic bank in Makassar city ( Hm, Muhdar & Rahma, St., 2017) as the result of the study spiritual intelligence has positive correlation with OCB, and also the leadership has positive and significant influence on Organizational citizenship behaviour. The further regression analysis on the dimensions of spiritual intelligence in relation with OCB indicate that personal meaning production ( $p < 0.01$ ) has high significant correlation with OCB of executive employees then other dimensions. This study is contradictory with the results of previous study Anwar, Md & Osman-Gani, Aahad. (2015) critical existential thinking and transcendental awareness of spiritual intelligence has high effect on OCB.

#### V. CONCLUSION

The current study aimed to explore the relationship between Spiritual intelligence on Organization citizenship behavior (OCB) of executive employees. The result of the study shows that the executive employees had significant relationship between their Spiritual intelligence on their organizational Citizenship behaviour. Spiritual intelligence of executive employee will lead to develop the positive traits like understanding other inner strength and motivate the subordinate to perform and fulfill their goals with more satisfaction. Second, the study explored that one of the dimensions of spiritual intelligence, personal meaning production of executive employees has high correlation with the OCB. It shows that the executive employees with an ability of personal meaning production has the good problem -solving and coping skills to exhibit proactive behaviour

**IMPLICATION OF THE STUDY**

The current study is highly significant and relevant to the present organizational setup, because in the complex modern and pressurized business world, the organization need a leader or executive employee who apply more effort, work more hours, manage and solve problems and take on more stress with good relationship with their subordinates. In the past two decade every leader recognizes the importance of emotional intelligence in the business world, which enhance the relationships with others, but the spiritual intelligence is a set of skills that connect people to their own source of meaning, purpose, and ethics. By keeping this view this study also proved and explored the significant relationship between the higher mental ability of Spiritual intelligence and an extended behaviour of Organizational citizenship behaviour. The present study given an insight that executive employee needs to enhance spiritual intelligence component of personal meaning production, an ability to construct personal meaning and purpose in all physical and mental experiences, which in turn develop their self-understanding of their own behaviour as well as their subordinates and co-worker, so that employees will show high level of OCB which in turn support organizational growth, goal achievement and job performance

**LIMITATIONS AND FUTURE RESEARCH SCOPE**

Apart from the implications, this study lacks due to some limitations which are needed to be studied in future perspective. In this study the sample size is not quite large and thus it required large sample to generalize the findings of this study. In this study included only the middle- and first-line managers excluded the top-level managers. The present study is conducted only to the executive employees, not all the levels of employees in the organization which need to be studied in future. And also, each dimension of spiritual intelligence needs to be analysis with structural equational model to find the relationship with all other components of OCB.

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**Conflict of interests**

I Mr. Stephen Babu, first author of this research paper declared that there are no competing interests exist in the research work, as it is not funded or sponsored by any agency. This work is completely under the supervision of Dr. Arunmozhi and Dr.sreenath.K a co-authors of this paper. There data responses have been collected with the complete voluntary acceptance of participants of executive employees of various organization in Bangalore.

**Author's contributions**

The authors, Stephen Babu, a research scholar and Dr. Arunmozhi and Dr. Sreenath. K, research Guides contributed equally to the theoretical development, analysis, interpretation and writing of the manuscript.

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