



# Empirical relationship between spiritual intelligence, ratings of interpersonal facilitation, job satisfaction and affects and attitudes at work among IT employees

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**Abstract:** Spiritual Intelligence is the ability to express one's spiritual ideals via one's conduct, activities, and ideas. Spiritually intelligent individuals were sensitive to cultural history, understand and apply their beliefs, love the work, and are faithful. They are now more responsible, reliable, and productive. Within their hands, the organisation is safe. Employees with Spiritual Intelligence are more dedicated to the organisation, which reduces turnover & increases happiness. In this study, empirical relationship between spiritual intelligence, ratings of interpersonal facilitation, job satisfaction and affects and attitudes at work among IT employees has been done.

**Keywords:** Spiritual intelligence, ratings of interpersonal facilitation, job satisfaction and affects and attitudes at work among

## 1. Introduction

The information technology sector in India is paired of programs related to information management (ITeS). As it adapts to domestic and international markets, the industry makes a significant contribution to the national economy. By particular, the industry is categorized into four main segments: IT services, ITES-Business Process Outsourcing (BPO), but Software; This covers both manufacturing and research and development. In addition to other honors, this industry has played a key role in promoting economic development by collaborating with higher education institutions throughout the fields of computers and engineering. Including terms of job opportunities, the sector is known for providing employment opportunities to more than 10 million Indians. The sector's position in assisting other sectors in achieving

streamlined operations is indeed critical, particularly in industries such as manufacturing, chemicals, consumer goods, including automobiles (Karad, 2010).

The sector is known for providing employment opportunities to more than 10 million Indians. The sector's position in assisting other sectors in achieving streamlined operations too is critical, particularly in industries such as manufacturing, chemicals, consumer goods, including automobiles. services market and 35% of both the ITES/BPO market. In a study of 28 low-cost countries, India accounted for approximately 28% of IT and BPO talent. It is evident and important that now the sector is developing, as is its support structure, which has been expanded to other business sectors, resulting in national economic advancements.

In 2020, the IT industry will contribute for 8% of India's GDP. Software exports with It businesses affiliated with STPI (Software Technology Park of India) totaled Rs. 1.20 lakh crore (US\$ 16.29 billion) in first quarter of FY22, as per STPI. In comparison to the IT-BPM business, India's global sourcing market continues to develop at a faster rate. India is really the world's most popular sourcing location, with a market share of over 55 percent of the US\$ 200-250 billion global services sourcing industry in 2019-20.

The revenue of everything and business services industry is predicted to be US\$ 6.96 billion in the first half of 2021, up 6.4 percent year on year. In FY21, the IT industry is expected to generate US\$ 150 billion on export income. IT expenditure in India is expected to reach US\$ 93 billion in 2021 (7.3 percent YoY growth) and US\$ 98.5 billion in 2022, as per Gartner forecasts. As of FY21, India's BPM sector employs about 1.4 million individuals, with IT and BPM combined employing over 4.5 million people.

India's software services exports (excluding commercial presence exports) rose roughly 4% in FY21 over FY20, and therefore are expected to reach USD 133.7 billion in 2020-21. By 2025, the Indian software product sector is anticipated to be worth \$100 billion. Indian businesses is focused on overseas investments in order to grow their worldwide footprint and improve their global delivery centres. In accordance with this, Tata Consultancy Services said in February 2021 that it will hire 1,500 technology personnel there in UK and over following year. TCS will be able to deliver more effectively to UK clients as a result of the advancement. The IT industry employed 4.5 million people in FY21. Emotions or spirituality are often thought of as "black boxes.": subjects for which we have no information, so we either ignore these or discuss them within their theories and models. Neither word has both a universally accepted meaning. Whether they feel (feel) feelings but when (they are mindful of) spiritual experiences, those who (sometimes) know, However, we often struggle to put our feelings into terms that communicate a clear meaning to others. Aside from certain significant emotions (such as rage, affection, jealousy, anxiety, and depression) as well as spiritual experiences (eg, feeling connected to the universe, the Transcendent, or God, seeing light, internal hearing, or otherwise type), Particularly although we are feeling something, their feelings even spiritual perceptions can be hard to distinguish and describe. It appears that individuals with better EI lead stronger, wealthier, and more prosperous lives, as well as tend to do better in work, according to the EI literature. The research on spirituality often suggests whether people with lower levels of spirituality at work enjoy better, happier, and also more prosperous lives. These literatures often assume that individuals will progress from a low level of EI to a higher level of EI & spirituality through time.

## 2. Literature review

The benefits that spiritual intelligence brings are not confined in the empowerment, performance, and commitment of employees in the workplace. Spiritual intelligence is valuable also because it helps a person to deal with the inevitable stress or pressures in his family, as well as in his personal and professional life. It was found out that spiritual intelligence is indeed helpful in increasing one's resilience (Khosravi & Nikmanesh, 2014). Resilience, as what the American Psychological Association (2016) puts it, is the practice of adjusting well in the middle of arduous circumstances such as dangers, ordeals, tragedies, and peril.

Significant differences have been found out to exist between high and low spiritual intelligence and all dimensions of both emotional intelligence and mental well-being (Dash & Patnaik, 2015). The findings suggest that people possessing high spiritual intelligence are more emotionally stable and have healthier mental condition than those with low spiritual intelligence. Dash and Patnaik (2015) Emotional intelligence (EI) is a collection of talents that pulls on emotional resources in much the same way that spiritual intelligence (SI) is a set of abilities that draws upon that individual's spiritual resources. This ability to perceive, comprehend, and respond towards the emotions of many others necessitates a level of emotional literacy, which can only be attained when one has learned to recognise and understand one's own experiences and emotions. As a result, spiritual intelligence encompasses the ability to comprehend the true source of one's sentiments. There seems to be a link between spiritual and emotional intelligence, according to research (Farhangi et al. 2009). In connection with this, it can be connoted that spiritual intelligence is the heart of all intelligence. So, because SQ is the heart, both the emotions and mental health of a person are affected.

Spirituality allows for inner development, followed by a new management paradigm, it should be a component of every organisation. Several companies recognise and adapt their work practises to incorporate spiritual awareness, and the relevance of spirituality is projected to rise in the future. Furthermore, spirituality may boost productivity, leadership, and decision-making abilities, leading in improved organisational performance, therefore spirituality can be accepted as a solution toward the world's present tumultuous economic condition.

Workplace spirituality programmes, according to evidence, provide several advantages. Employee dedication, productivity, and absenteeism (staying away from work) are also all enhanced as a result of these programmes (Walt & Klerk 2014). Spirituality is required in enterprises for ethical conduct, work happiness and employee dedication, productivity, even competitive advantage, according to a growing chorus of academic voices (Benefiel, 2005). Organizations are always looking for ways to keep their personnel happy and productive (Barsade, 2002; Gripentrog et al., 2012). Nonetheless, people left their positions for a variety of reasons.

Employee commitment toward the company have ramifications for the employees, the company, and society world in general. Employees display decreased disengagement behaviours and greater citizenship behaviors in respective companies as they grow increasingly engaged towards the organisation. Employees can become disengaged with the jobs for a variety of reasons. Job withdrawal behaviours are by far the most

typical manifestation of work disengagement. Individuals' conduct to avoid components of their specific work-role or limit the time spent on their own specialised work responsibilities while preserving their present organisational and work role is referred to as job withdrawal (Wang & Yi, 2012). Such actions take place in the workplace and might take physical or psychological forms. Job unhappiness, job participation, and organisational commitment may all be factors in withdrawal behaviour.

Psychological specialists, management researchers, Employees' perception as well as application of spiritual intelligence as either a critical factor have had an impact on employees' mental and physical health (Saad, Hatta, & Mohamad, 2010), productivity, workforce spirit, organisational commitment, job satisfaction, and speed of training new work skills, according to researchers and practitioners (Charkhabi et al., 2014). Misuse of spiritual intelligence also may generate anxiety, absenteeism, lateness, turnover, strike, early retirement, and overall job withdrawal amongst employees.

Amram (2009) Spiritual intelligence, according to him, comprises of a feeling of meaning and purpose in life, a sense of holiness in life, a balanced awareness of material worth, and a desire to improve the world. A person with a high level of spiritual intelligence seeks answers to life's fundamental problems, challenges traditions, and seems to have flexibility, consciousness, inspiration, and intuition, and even a holistic vision of the universe. Spiritual intelligence, inside a nutshell, has the ability to alter individuals (Shahbakhsh & Moallemi, 2013).

Spiritual intelligence allows you to alter the circumstance for better management. Intelligence is just what provides us a higher sense of contentment & satisfaction at the highest levels of our lives. Spiritual intelligence development aids us in having a new degree of self-awareness and self-confidence, allowing us to have a more solid self and reduce daily stress. Moreover, it may give messages an impression of depth & richness.

A manager whom are emotionally savvy creates a work atmosphere which is motivated more by performance as by increased collaboration & sensitivity toward one another. In the other words, an emotionally intelligent manager fosters a work climate which is devoid of animosity or prejudice while also exhibiting great performance that stems from the capacity to focus on results while remaining unaffected with petty conflicts. The premise is whether an emotionally intelligent manager manages his and her staff based on both intrinsic and extrinsic motivation requirements, as well as maximising their genuine potential through focusing on your desire for self-actualization. It indicates that such an emotionally intelligent manager assures staff success through empathy, understanding, or emotional connections rather than relying solely on profit or bottom line calculations. Furthermore, spiritual and emotional intelligence are critical within those volatile times, as our fixation with riches has driven us all to a point where humanistic ideals have been sacrificed in the chase of wealth and selfishness.

### 3. Research Method

#### *Research Design*

Emotional Intelligence and Spiritual Intelligence are becoming popular fields of interest among management researchers and practitioners. Today's executives are more varied in terms of their wellbeing, age, culture, nationality and several other factors. With both these intelligences occurring in the workplace, the workplace environment will be more conducive. A better working environment relates to a higher level of productivity and wellbeing of individual. The main purpose of this study is to analyse the relationship between emotional intelligence, spiritual intelligence and job performance: special reference to Indian IT/ITES Industry. As this research is a correlational study, it was conducted in non-contrived settings whereas rigorous causal studies are done in contrived lab settings. This research is basically a single cross-sectional study as only one sample of respondents is drawn from the target population, and information is obtained from this sample only once (Malhotra and Birks, 2006). Also, the data was collected just once over a period of months in order to achieve the research objectives. All the collected data was subjected to appropriate analytical tools for a comprehensive, descriptive and inferential statistical analysis on various parameters using SPSS software.

#### **Measurement Items**

Measures are the items in a research study to which the participant responds. Research measures include survey questions, interview questions, or constructed situations. When constructing interviews and surveys, it is important that the questions directly relate to the research questions. For, spiritual intelligence, Self-Report Inventory developed by D. King (2008) has been used to measure demonstration of spiritually intelligent behavior by employees' at workplace. Job performance inventory (JPI) was used to measure the employee's performance. Job satisfaction is measured by adapting scale developed by Brayfield & Rothe (1951).

#### **Sampling Method**

The sample size is a critical aspect of any research analysis in which the aim is to draw conclusions about a population from a sample. We took 250 respondents selecting 25 respondents from each company as a sample size for this study. All the 250 respondents were taken for the survey. For the given study targeted population is employees of Indian IT industries in Delhi, Noida and Gurgaon. Systematic random sampling technique has been used to collect responses from the respondents. Self-administered / structured questionnaire along with draft requesting a user to participate voluntarily in the survey was distributed to respondents. The people who take part are referred to as "participants" targeted population is employees of Indian IT industries in Delhi, Noida and Gurgaon.

#### 4. Results and discussion

##### *Demographic Profile*

Demographic Profile is the data which is collected from the characteristics of the population. In the present study, descriptive and inferential statistics were used. The demographic profile presented in Table 1.

**Table 1: Statistics of demographic data**

<b>Gender</b>	<b>No. of Respondents (N=450)</b>
Male	250 (55.6)
Female	200 (44.4)
<b>Age in years</b>	<b>No. of Respondents (N=450)</b>
<30	104(23.1)
31-35	71(15.7)
36-40	88(19.6)
41-45	86(19.1)
46-50	85(18.8)
>50	16(3.5)
<b>Qualifications</b>	<b>No. of Respondents (N=450)</b>
<b>UG</b>	230(51.1)
<b>PG</b>	179(39.7)
Professional	41(9.1)
<b>Gross monthly income</b>	<b>No. of Respondents (N=450)</b>
Rs. 25,000	86(19.1)
Rs. 25,001 to Rs. 50,000	117(25.9)
Rs. 50,001 to Rs. 75,000	111(24.7)
Rs. 75,000IT Sector	136(30.2)
<b>Marital status</b>	<b>No. of Respondents (N=450)</b>
Married	241(53.6)
Unmarried	209(46.3)
<b>Nature of Family</b>	<b>No. of Respondents (N=450)</b>
Joint family	262(58.2)
Nuclear Family	188(41.7)
<b>Size of Family</b>	<b>No. of Respondents (N=450)</b>
2 Members	235(52.2)
2-4 Members	186(41.2)
Above 4 Members	29(6.4)
<b>Years of Experience</b>	<b>No. of Respondents (N= 450)</b>

1yr	218(48.4)
2-5 yr	169(37.5)
6-9 years	26(5.8)
9 years	37(8.2)
<b>Training programme attended</b>	<b>No. of Respondents (N= 450)</b>
Yes	238(52.9)
No	212(47.1)

On the basis of gender 55.6% respondents are male and 44.4% respondents are female. On the basis of age, majority of respondents (23.1 percent) were of age less than 30 years, 15.7 percent of respondents were of 31-35 years, 19.6% respondents were of age 36-40, 19.1 percent of respondents were of age 41-45, 18.8 respondents were of age 46-50 and only 3.5 respondents were of age greater than 50. On the basis qualification 51.1% respondents are UG, 39.7% respondents are PG, and 9.1% respondents are professional. According to income, majority of respondents (30.2 percent) having income Rs. 75,000 in IT Sector, 19.1% respondents having Rs.25000, 25.9% respondents having income between 25001 to 50001, 24.7% respondents having 50001 to 75000. On the basis marital status 53.6% respondents were married and 46.3% respondents unmarried. According to years of experience 48.4% respondents were having 1years, 37.5% respondents having 2-5 years (5.8%) respondents having 6-9 years' experience, 8.2% respondents having more than 9 years. On the basis of size 52.2% respondents having 2 Members, 41.2% respondents having 2-4 members and 6.4% respondents having above 4 members. According to training programme 52.9% respondents attended the training and 47.1 respondents did not attend the training programme.

#### 4. Results and discussion

##### *Relationship between spiritual intelligence and indicators of job performance*

To test the above hypothesis, Regression analysis has been done. The impact of multicollinearity is a concern for interpreting the regression variate (Hair et al 1998). Highly collinear variables can distort the results substantially and thus not generalizable. In the current study, the tolerance values of all variables are above 0.10. Likewise, the VIF value is less than 10, thus further confirming that multicollinearity problem is not a concern (Table 2). The acceptable Durbin – Watson range is between 1.5 and 2.5. In this analysis, the Durbin – Watson value is within the acceptable range, shows that there were no autocorrelation problems in the data. Thus, the measures selected for assessing independent variables in this study do not reach levels that indicate the existence of multicollinearity.

**Table 2: Table showing Normality and Test of Collinearity between spiritual intelligence and job performance**

Spiritual intelligence	Job performance	
	Tolerance	VIF
Critical existential thinking	0.311	3.217
Personal meaning production	0.309	3.237
Transcendental awareness	0.241	4.148
Conscious state expansion	0.316	3.167

The coefficient of determination R square value is 0.573. This shows that more than 57.3% of job performance is determined by spiritual intelligence.

**Table 3: Table Showing model summary with spiritual intelligence as independent variable and job performance as dependent Variable**

Model	Job performance				
	R	Rsq.	Radj.	SE	DW
1	.788 <sup>a</sup>	0.657	0.606	0.5876	1.875

**Table 4: Table Showing ANOVA with job performance as dependent Variable and spiritual intelligence as independent variable**

		Sum of Squares	df	Mean Square	F	Sig.
Critical existential thinking	Between Groups	213.127	9	23.681	76.994	.000 <sup>b</sup>
	Within Groups	158.705	516	0.308		
	Total	371.832	525			
Personal meaning production	Between Groups	183.871	9	20.43	59.262	.000 <sup>b</sup>
	Within Groups	177.886	516	0.345		
	Total	361.758	525			
Transcendental awareness	Between Groups	188.559	9	20.951	58.997	.000 <sup>b</sup>
	Within Groups	183.243	516	0.355		
	Total	371.802	525			
Conscious state expansion	Between Groups	170.495	9	18.944	56.949	.000 <sup>b</sup>
	Within Groups	171.644	516	0.333		
	Total	342.139	525			

The ANOVA table shows that the significant value is less than 0.01 which means dependent variable job performance is significantly predicted by independent variables vis a vis spiritual intelligence at 99% confidence level. For testing the hypothesis, Regression analysis has been applied between the spiritual intelligence and job performance.

**Table 5: Regression of spiritual intelligence and job performance**

Spiritual intelligence	Job performance		
	$\beta$	t	p
Critical existential thinking	0.139	2.487	0.013*
Personal meaning production	0.153	2.414	0.016*
Transcendental awareness	0.19	3.785	0.000*
Conscious state expansion	0.131	2.25	0.025*

With respect to spiritual intelligence, Critical existential thinking ( $\beta=0.139$ ,  $p=0.0013 < 0.05$ ), Personal meaning production ( $\beta=0.153$ ,  $p=0.016 < 0.05$ ), Transcendental awareness ( $\beta=0.19$ ,  $p=0.000 < 0.05$ ), and Conscious state expansion ( $\beta=0.131$ ,  $p=0.025 < 0.05$ ) are significant. This indicates that there is a positive and significant relationship between Spiritual intelligence and job performance. Therefore, null hypothesis is rejected.

#### ***Relationship between Spiritual Intelligence and ratings of interpersonal facilitation***

To test the above hypothesis, Regression analysis has been done. In the current study, the tolerance values of all variables are above 0.10. Likewise, the VIF value is less than 10, thus further confirming that multicollinearity problem is not a concern (Table 6). The acceptable Durbin – Watson range is between 1.5 and 2.5. In this analysis, the Durbin – Watson value is within the acceptable range, shows that there were no autocorrelation problems in the data. Thus, the measures selected for assessing independent variables in this study do not reach levels that indicate the existence of multicollinearity.

**Table 6: Table showing Normality and Test of Collinearity between Spiritual intelligence and ratings of interpersonal facilitation**

Ratings of interpersonal facilitation	Spiritual intelligence	
	Tolerance	VIF
Interpersonal sensitivity	0.311	3.217
Sociability	0.309	3.237
Positive interaction	0.241	4.148
Negative interaction	0.316	3.167
Contribution to a positive work environment, and liking	0.386	2.59

The coefficient of determination R square value is 0.508. This shows that more than 50.8% of spiritual intelligence is determined by ratings of interpersonal facilitation.

**Table 7: Table Showing model summary with ratings of interpersonal facilitation as dependent Variable and spiritual intelligence as independent variable**

Model	Spiritual intelligence				
	R	Rsq.	Radj.	SE	DW
1	.713 <sup>a</sup>	0.508	0.5	0.5871	1.913

The ANOVA table shows that the significant value is less than 0.01 which means dependent variable spiritual intelligence is significantly predicted by independent variables vis a vis rating of interpersonal facilitation at 99% confidence level. For testing the hypothesis, Regression analysis has been applied between the spiritual intelligence and ratings of interpersonal facilitation.

**Table 8: Table Showing ANOVA with ratings of interpersonal facilitation as dependent Variable and spiritual intelligence as independent variable**

		Sum of Squares	df	Mean Square	F	Sig.
Interpersonal sensitivity	Between Groups	194.401	9	21.6	68.019	.000 <sup>b</sup>
	Within Groups	163.862	516	0.318		
	Total	358.263	525			
Sociability	Between Groups	196.976	9	21.886	64.484	.000 <sup>b</sup>
	Within Groups	175.133	516	0.339		
	Total	372.109	525			
Positive interaction	Between Groups	194.847	9	21.65	86.973	.000 <sup>b</sup>
	Within Groups	128.444	516	0.249		
	Total	323.291	525			
Negative interaction	Between Groups	185.407	9	20.601	98.097	.000 <sup>b</sup>
	Within Groups	108.362	516	0.210		
	Total	293.770	525			
Contribution to a positive work environment, and liking	Between Groups	113.601	9	24.534	56.866	0.000 <sup>*</sup>
	Within Groups	344.662	516	0.66		
	Total	458.263	525			

With respect to ratings of interpersonal facilitation, Interpersonal sensitivity ( $\beta=0.157$ ,  $p=0.000 < 0.05$ ), Sociability ( $\beta=0.194$ ,  $p=0.000 < 0.05$ ), Positive interaction ( $\beta=0.16$ ,  $p=0.000 < 0.05$ ), Negative interaction ( $\beta=0.136$ ,  $p=0.009 < 0.05$ ), and Contribution to a positive work environment, and liking ( $\beta=0.214$ ,

$p=0.000 < 0.05$ ) are significant. This indicates that there is a positive and significant relationship between Spiritual Intelligence and ratings of interpersonal facilitation (interpersonal sensitivity, sociability, positive interaction, negative interaction, contribution to a positive work environment, and liking). Therefore, null hypothesis is rejected.

**Table 9: Regression of spiritual intelligence and ratings of interpersonal facilitation**

Ratings of interpersonal facilitation	Spiritual intelligence		
	$\beta$	t	p
Interpersonal sensitivity	0.157	3.767	0.000*
Sociability	0.194	3.899	0.000*
Positive interaction	0.16	3.728	0.000*
Negative interaction	0.136	2.631	0.009*
Contribution to a positive work environment, and liking	0.214	4.433	0.000*

***Relationship between Spiritual Intelligence and affect and attitudes at work***

To test the above hypothesis, Regression analysis has been done. In the current study, the tolerance values of all variables are above 0.10. Likewise, the VIF value is less than 10, thus further confirming that multicollinearity problem is not a concern (Table 10). The acceptable Durbin – Watson range is between 1.5 and 2.5. In this analysis, the Durbin – Watson value is within the acceptable range, shows that there were no autocorrelation problems in the data. Thus, the measures selected for assessing independent variables in this study do not reach levels that indicate the existence of multicollinearity.

**Table 10: Table showing Normality and Test of Collinearity between Spiritual intelligence and affect and attitudes at work**

Affect and attitudes at work	Spiritual intelligence	
	Tolerance	VIF
Job satisfaction	0.336	3.314
Mood	0.324	3.267
Stress tolerance	0.288	4.166

The coefficient of determination R square value is 0.784. This shows that more than 78.4% of Ratings of interpersonal facilitation is determined by Spiritual intelligence.

**Table 11: Table Showing model summary with Spiritual intelligence as dependent Variable and affect and attitudes at work as independent variable**

Model	Spiritual intelligence				
	R	Rsq.	Radj.	SE	DW
1	.887 <sup>a</sup>	0.784	0.778	0.776	1.818

The ANOVA table shows that the significant value is less than 0.01 which means dependent variable Spiritual intelligence is significantly predicted by independent variables vis a vis affects and attitudes at work at 99% confidence level. For testing the hypothesis, Regression analysis has been applied between the Spiritual intelligence and affect and attitudes at work.

**Table 12: Table Showing ANOVA with Spiritual intelligence as dependent Variable and affect and attitudes at work as independent variable**

		Sum of Squares	df	Mean Square	F	Sig.
Job satisfaction	Between Groups	23.901	4	5.975	8.947	0.000*
	Within Groups	347.932	521	0.668		
	Total	371.832	525			
Mood	Between Groups	8.334	4	2.083	3.071	0.016*
	Within Groups	353.424	521	0.678		
	Total	361.758	525			
Stress tolerance	Between Groups	16.771	4	4.193	6.153	0.000*
	Within Groups	355.031	521	0.681		
	Total	371.802	525			

**Table 13: Regression of Spiritual intelligence and affect and attitudes at work**

Affect and attitudes at work	Spiritual intelligence		
	$\beta$	t	p
Job satisfaction	0.13	2.551	0.011*
Mood	0.169	3.443	0.001*
Positive interaction	0.204	4.127	0.000*

With respect to affect and attitudes at work, Job satisfaction ( $\beta=0.13$ ,  $p=0.011 < 0.05$ ), Mood ( $\beta=0.169$ ,  $p=0.001 < 0.05$ ), and Positive interaction ( $\beta=0.204$ ,  $p=0.000 < 0.05$ ) are significant. This indicates that there is a positive and significant relationship between Spiritual intelligence and affect and attitudes at work. Therefore, null hypothesis is rejected.

## 5. Conclusion

The association between Spiritual intelligence and of job performance was evaluated. The findings attained through empirical analysis supported the proposed hypotheses, such that; there is a positive and significant relationship between Spiritual intelligence and indicators of job performance (salary, percent merit increase, company rank). The findings received support from available literature as; Khandan et al. (2017), Haryano et al. (2018), Keramati et al. (2019).

Spiritual Intelligence were compared to measures of interpersonal facilitation (interpersonal sensitivity, sociability, positive interaction, negative interaction, contribution to a pleasant work environment, and like). The results of empirical study validated the provided hypotheses, like the existence of a positive and substantial association between Spiritual Intelligence and interpersonal facilitation scores (interpersonal sensitivity, sociability, positive interaction, negative interaction, contribution to a positive work environment, and liking).

The findings received support from available literature as; Chalestri et al. (2017) and Banerjee et al. (2018). There is a positive and significant relationship between Spiritual Intelligence and affect and attitudes at work (job satisfaction, mood, and stress tolerance). The study findings extend support to the above-stated hypotheses and found support from previous literature, as; Shateri et al. (2018) and Hatami et al. (2019).

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