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RELATIONSHIP BETWEEN SPIRITUAL INTELLIGENCE AND JOB PERFORMANCEAMONG BANK EMPLOYEES

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Abstract
Banks give pretty good status and pay along with a decent place to work. Still the pressure builds up fast especially when volume goes up or you move up in the job. This research looks at how spiritual intelligence ties into job performance for women working in banks around Cochin. Around 300 people were selected using random sampling.
The Meyer and Allen model covers a lot about employee outcomes like staying or leaving and how they act on the job. It seems useful for seeing patterns but still leaves a confusion on how far it reaches here. Spiritual intelligence means handling the deeper parts of life and mixing inner thoughts with work. It can affect how well someone performs which then matters for the whole organization.
The SISRI-24 questionnaire was used along with the Job Performance one from Allen and Meyer. The findings point to a link where more spiritual intelligence goes with better performance. It was clear for these women. Higher levels matched up with doing better at the job and that part came through but other things like daily stress might still matter too.
Some people see the connection as strong. Others might not notice it right away. The results felt consistent enough though.

Keywords: *Spiritual Intelligence, Job Performance, Banking sector*

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1. Introduction

Spirituality shows up in people all over the place, whether they follow any kind of religion or not. Everyone has concerns that feel pretty deep to them, though not everyone would call those concerns spiritual.It seems like the idea of ultimate concern from that theologian Paul Tillich gets used in different ways, so some people end up not seeing themselves as spiritual at all. Maybe the term just does not fit how they think about their own lives.This kind of thing can vary a lot, almost like emotions do, with different levels of depth or how much it shows on the surface. It might stay unconscious for a while or come out more developed in some cases and less so in others.

Some versions of it can even turn unhealthy or get distorted, while others stay pretty basic or naive.

The following are some of the present-day definitions of spirituality:

a) Spirituality comprises the highest levels of any of the developmental lines, such as cognitive, moral, emotional, and interpersonal;
b) Spirituality is a distinct developmental line.
c) Spirituality is an attitude (such as openness to love) at any stage.
d) Spirituality is a set of peak experiences and not stages.

An integral approach will likely encompass all these perspectives as well as many other definitions. Spirituality can also be understood in terms of ultimate connectedness to the ground of being. Therefore, from an exploration of spiritual intelligence, it can be said that it is one of many kinds of intelligences and that it is possible to cultivate it separately from the other intelligences. Development of spiritual intelligence requires various ways of knowing and also the integration of the inner world of the mind and spirit with the outer world of action in the world.A study looked into spiritual intelligence and employee happiness. Yaghubi found that more of one led to more of the other in 2010. Chin et al noted it brings success honesty and hope. Employees also become realistic and aware of their surroundings because of it. They link this to why some entrepreneurs do better than others. Their paper came out in 2012 with Raman Yeow and Eze. It seems like the awareness part stands better than other parameters.

Job performance is one of the most important criteria of organizational outcomes and success. According to John P. Campbell, job performance can be defined as individual level variable or an act performed by one person. In this regard, job performance stands apart from higher level variables like organizational or national performance. Researches reveals that better Job Performance is a result of higher organizational commitment. Organizational commitment refers to an employee's emotional attachment to an organization. This commitment helps the employees determine whether or not they would stay in an organization. One study illustrated a significant relation between emotional intelligence, job performance and organizational commitment. Emotional intelligence was able to predict 16% of the job performance and 14% of the organizational commitment (Ostovar and Khatunigar 2009).

Bank employees are required to have high levels of emotional intelligence as they have to meet the requirements of the market as well as build their emotional strength to respond to the demands of the job. The present study outlines the relationship between Spiritual Intelligence and Job Performance in Private Banks operating in the Cochin Region.

Theoretical Framework and Hypotheses

Spiritual Intelligence

It is the human resource that constitutes the backbone of any organization. It is the dedication and devotion shown by the employees that would assist in the success of the organization.

A model that assessed the relation between stress at work, satisfaction from work, job performance, organizational commitment and citizenship behavior was constructed in another study. It was found that significant negative relations existed among the variables of work-related stress and satisfaction, job performance, and organizational commitment. It was found that feeling satisfied with work had an significant effect on job performance on behaving in a helpful way towards the organization and on feeling loyal, to the organization (Ansari, Mirahmadi, & Zabihzadeh 2011). Akbarizadeh et al. (2012) Looked at how spiritual intelligence and willed character were connected to the general health of nurses. The results showed that spiritual intelligence and willed character were positively connected, that spiritual intelligence and general

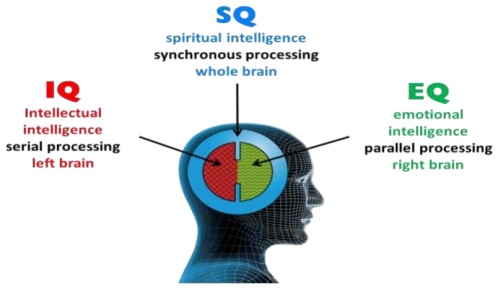
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health were positively connected, and that strong-willed character and general health were positively connected.

Enhancing spiritual intelligence and a strong-willed character in individuals would likely improve the overall health of nurses.

As explained earlier, spiritual intelligence refers to the mental ability of an individual in the unseen, spiritual realms of life. Its influence on various parameters has been researched. In this research, one of the influential parameters of spiritual intelligence, namely Job Performance, has been examined. According to the definitions presented, Job Performance is the employee's effort to accomplish the goals of an organization through the work assigned to him/her. It is achieved by the heightened clarity of mind and increased Emotional Intelligence.

Spiritual intelligence is a kind of intelligence that helps bring out the best in a person's soul. It is like a key that unlocks all the things that are inside us like wisdom and compassion and integrity and joy and love and creativity and peace. When we have intelligence we feel like our life has more meaning and purpose. We also get better at doing lots of things in our life. Spiritual intelligence helps us be our self and that is a really great thing. It makes us feel happy and fulfilled because we are using our gifts and living a life that's true to who we are. Spiritual intelligence is, about being a good person and living a good life..



Analysis of Spiritual Intelligence

The below-mentioned equation describes the analysis of SQ in relation to IQ and EQ in conjunction with the state of presence:

$$SQ = P(IQ+EQ)$$

where P = presence

In other words, SQ is equal to the multiplication of IQ and EQ by the power of presence. Therefore, spiritual intelligence arises from the practice of IQ and EQ in the state of presence. However, what is presence? Even though presence can be experienced very clearly, its essence is often misinterpreted.

The State of Presence

Presence goes beyond mere awareness of the environment with greater clarity than usual. It is the transition from the object pole of awareness to the subject pole of awareness, which is accompanied by the transition from ego to soul. In the transition from the subject pole of awareness, through identifying with the awareness of feeling rather than with body and mind, there is clarity about everything that is on the object pole of awareness, which includes the environment. Nevertheless, the fundamental aspect of presence is the transition from ego to soul, while clarity of mind is one of its outcomes.

Job Performance

According to Campbell, Job Performance refers to behavior. One of the essential aspects of job performance is that it should be goal-relevant. The behavior should have an organizationally relevant goal for the specific job and role. There are many behaviors that form job performance. Campbell (1990) developed a model of job performance by using factor analysis which comprises eight factors of job performance that are common across all jobs.

1. The first factor comprises task-specific behaviors that are the actual substantive tasks that form a core part of a particular job.

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2. Non-task-specific behaviors, the second factor, are those behaviors that are expected from individuals that are not specific to a particular job. Using the salesperson example, an example of task-specific behavior would be demonstrating products to prospective customers while a non-task-specific behavior of a salesperson would be training new recruits.
3. Written and oral communication tasks refer to instances when the incumbent is evaluated not on the content of their communication but rather on their proficiency in communicating the message.
4. Another way of assessing performance would be evaluating how much effort the employee puts into completing their job, on normal days or in exceptional circumstances.
5. Personal discipline could be another part of the performance domain.
6. When it comes to jobs that require individuals to work closely together or jobs that require a lot of interdependence, performance would also comprise the level of cooperation of individuals in helping the group to succeed. This includes mentoring others, serving as role models and helping to achieve collective goals of the group.
7. Supervisory performance entails all the duties. Administrative and managerial performance refers to components of a job that benefit a company or group, and that do not include direct supervision. A management task is, for instance, setting an organizational objective or responding to some external stimuli in order to assist a group in achieving its goal.

As Campbell (1990) noted, the determinants of performance components can be grouped as follows: individual differences regarding performance arise from the three main determinants, which are declarative knowledge, procedural knowledge and skills, as well as motivation.

Relationship between Spiritual Intelligence and Job Performance

The competitiveness of a firm depends on the competence of its human resources. For this, the support of the employees is very essential. The acceptance and emotional intelligence of the employees makes them emotionally committed to their organization. This in turn results in their better performance at job. It is believed that Spiritual Intelligence has an influence on how employees react to their jobs in general, for example in terms of job satisfaction (Çakar and Yıldız, 2009); job involvement (George and Brief, 1992); organizational commitment (Eisenberger, Fasolo and Lamastro-Davis, 1990); and turnover intention (Guzzo, Noonan, and Elron, 1994).

Organizational Commitment is the degree of association an employee has with an organization. This helps in performing better at their jobs which in turn creates a satisfaction and finally a sense of belongingness in the organization. This is experienced with the increase of clarity of mind and higher Emotional Intelligence.

Spiritual intelligence enhances individual's abilities and qualities like compassion, creativity and wisdom through heightened self-awareness and a perception of connectedness to divine energy. Specifically the conscious efforts to increase the spiritual quotient improve an individual's relations to others and to the universe.

Research shows that the way most of the organizational and managerial practices as well as the communications take place has little meaning and purpose to it. According to common belief, understanding is reached through the management or forecast of occurrences or by making adjustments to various alterations, however, what occurs is an emergence of the "new reality". Therefore, it is imperative for organizations to possess spiritually intelligent leadership which can take care of SQ-needs and motivations of new workers. There needs to be a channel that employees can use for communicating their new values, needs and motivations, for example, positively functioning communication channels. The use of spiritually intelligent communication may well be considered the first step in meeting the newly found needs of new employees. When employing the principle of spiritually intelligent communication, the sender of the message knows what the receiving party's needs are and recognizes its motivation so that there can be a common understanding over the meaning of the organization's actions.

Hypothesis: - Spiritual Intelligence is positively related to Job Performance

Methodology

The methodology indicates the systematic approach adopted by the researcher to conduct research in the concerned area. The theoretical framework of research was developed using a lot of secondary sources. Next, the research questions were developed and finally the data required to conduct empirical research was

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collected. In the current research, 5 point Likert scale was employed. Here 1 stands for 'Strongly disagree' and 5 for 'Strongly agree'.

Sample

The total number of employees working in private banks in Cochin was taken as the population for this study. But since it is practically impossible to collect information from the entire population, a sample survey was carried out. Sample size is the number of respondents who were chosen for the current study. The sample size was determined at a confidence level of 99% and confidence interval of 10. The sample size was estimated to be 163 but the researcher was able to get data from 200 respondents. Simple random sampling method was used to select the samples from the respondents. It is basically a subset of individuals selected from a larger set. Every individual is selected randomly and has equal chance of getting selected at any time during the selection process. Thus, it is an unbiased method of surveying. The sample includes 53.5% males and 46.5% females.

Measures

Spiritual Intelligence Self-Report Inventory

King (2008), in the development of the Spiritual Intelligence Self-report Inventory (SISRI-24), has included 24 questions in a five-item Likert scale. These include the assessment of the intellectual abilities associated with spiritual intelligence in four dimensions of critical existential thinking, transcendental awareness, personal meaning-making, and conscious states of expansion (Mousavi, Talebzadeh & Shams, 2012).

According to Mousavi (2012) et al., Cronbach's alpha coefficient for critical thinking, personal meaning-making,

transcendental awareness, conscious state expansion, and total spiritual intelligence have been measured as follows: 0.59, 0.51, 0.74, 0.68, and 0.73 respectively. In the current study, Cronbach's alpha was calculated for total spiritual intelligence (0.864), spiritual intelligence of males (0.839) and females (0.873).

Job Performance Questionnaire

It is a questionnaire which is used for the measurement of aspects of job performance. This questionnaire is composed of 24 closed-ended questions on the basis of Likert Scale. The numbers assigned to each response are 'strongly agree'=5 and 'strongly disagree'=1.

Spiritual Intelligence

Spiritual intelligence is the superior dimension of intelligence that activates the qualities and capabilities of the soul, in the form of wisdom, compassion, integrity, joy, love, creativity, and peace.

Table No. 1 Showing Descriptive Statistics of SI

	Mean	Std. Deviation
SI	53.3500	9.06246

Source: Data Analysis

The above table shows the mean value of Spiritual Intelligence of respondents is 53.35 and a Standard deviation of 9.06246 indicates that there is a variation among the group regarding Spiritual Intelligence. There are people with high level of commitment and low level of commitment among the respondents.

Job Performance

Job Performance is a behavior exhibited by an employee that aligns to the objectives, vision and mission of the organization. It equally helps the employee in his personal growth as well as the organization in profit making. Thus the employees who perform better in their jobs demonstrates the feeling of dedication, the eagerness and enthusiasm to go the extra mile, all of which are an imperative for the realization of organizational goals.

Table No. 2 Showing Descriptive Statistics of Job Performance

	Mean	Std. Deviation
Job Performance	67.8000	9.95619

Source: Data Analysis

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The above table shows a mean value of 67.8000, which is quiet high. The respondents show high job performance. Their sense of belongingness and attachment to their organization is high. This desirable behavior helps the organization to achieve its goals in the most efficient and effective way.

Table No.3 Relationship between occupational commitment and Spiritual Intelligence

		Job Performance	**Spiritual Intelligence**
Job Performance	Pearson Correlation	1	0.781
	Sig. (2-tailed)		0.000
Spiritual Intelligence	Pearson Correlation	0.781**	1
	Sig. (2-tailed)	0.000	

Source: Data Analysis

Interpretation

From the correlation test it is found that the significant value (.000) is less than .05 which means that the test is significant and it is clear that both Job Performance and spiritual intelligence shows the positive correlation .The r value is 0.781, which indicates that there is strong positive correlation between the two variables.

Conclusion

The study aimed at discovering the link between spiritual intelligence with the job performance among the banking staff of private banks. The effect of spiritual intelligence on organizational performance and personal growth was found. The outcomes of the paper showed that both levels of the spiritual intelligence and job performance were not equal among men and women; namely, the men showed higher results in both parameters in the analyzed sample. It was revealed that the connection between SP and JP was positive; in other words, the growth in spiritual intelligence level leads to the improvement of employees' performance. It is interesting to know that the effects were strong for either sex.

King (2008) states that spiritual intelligence is a set of multidimensional mental abilities that refer to the highest spheres of human understanding of human beings' existence. The findings of the current research show that there is a positive impact between spiritual intelligence and job performance. Therefore, when the level of spiritual intelligence increases, the performance of individuals improves as well.

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