

Spiritual Intelligence, Job Satisfaction, and Organisational Commitment among Executive-Level Management Employees

Karthik Raikar^{1*}, Dr. Sruthi Sivaraman²

ABSTRACT

The present study “Spiritual intelligence, job satisfaction, and organisational commitment among executive-level management employees” aimed at identifying the impact of spiritual intelligence and its relation with job satisfaction and organisational commitment among executive-level management employees. The participants of the study included a total of 181 participants belonging to the age category of 22-65. The tools used for the study were the Spiritual Intelligence Self-Report Inventory (SISRI-24), Job Satisfaction Scale, and Organisational Commitment Scale. The statistical technique of correlation was used to access the relationship between spiritual intelligence, job satisfaction, and organisational commitment, a t-test to access gender differences among the three variables was used. Regression analysis was used to understand the impact of spiritual intelligence on job satisfaction and organisational commitment. Responses were gathered through google forms. The findings of the study show that spiritual intelligence is negatively correlated with job satisfaction and positively correlated with organisational commitment. Job satisfaction is negatively correlated with organisational commitment. There was no significant difference between males and females with respect to spiritual intelligence. With respect to job satisfaction and organisational commitment, the study revealed that there was a significant difference between males and females. Finally, there was considerable evidence suggesting that spiritual intelligence did impact job satisfaction and organisational commitment.

Keywords: *Spiritual Intelligence, Job Satisfaction, Organisational Commitment, Executive-Level Management Employees*

The process from where an employee is recruited for a specific job role till he/she becomes a member of the board of directors is very laborious. Many personal, social, and, environmental factors influence this process which includes understanding the ‘self’ by the individual, personality of the individual, skillset the individual possesses, organisational commitment, salary, and compensation structure, finding the right mentor, the leadership style of managers, citizenship behaviour among employees, thereby, job satisfaction. Nowadays, managers are beginning to acknowledge the value of spiritually and emotionally intelligent managers in organizations. These managers have the ability to elicit

¹Student, Dept. of Psychology, Kristu Jayanti College, Bengaluru

²Assistant Professor, Dept. of Psychology, Kristu Jayanti College, Bengaluru

*Corresponding Author

Received: May 13, 2023; Revision Received: May 21, 2023; Accepted: May 24, 2023

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optimal performance from their employees, resulting in a more fulfilling workplace. By creating an environment that values both performance and cooperation, emotionally intelligent managers promote sensitivity towards one another. On the other hand, a manager with spiritual intelligence can achieve optimal performance by being empathetic and conscious of their employees' needs. They recognize that every individual possesses unique talents that can be developed through guidance and support. By nurturing and mentoring their employees, spiritually intelligent managers can enhance performance and foster a positive work environment. This is why the current study seeks to investigate the connection between spiritual intelligence, organisational commitment, and job satisfaction. Spiritual Intelligence is the capacity of an individual to possess a socially relevant purpose in life by understanding 'self' and having a high degree of conscience, compassion, and commitment to human value (Kumar, V., & Mehta, M., 2011).

First coined in her book, *Rewiring the Corporate Brain*, Danah Zohar's definition of Spiritual Intelligence is the capacity to reach beyond the surface-level understanding of oneself and to access deeper meanings, values, and unconscious aspects of the self, which can then be integrated into one's life to enrich and enhance creativity and fulfilment. She explains that there are 12 principles of Spiritual Intelligence (Zohar, 1997) namely; self-awareness, spontaneity, acting on values and principles, seeing the bigger picture, having compassion, celebrating diversity, standing for one's beliefs, practising humility, questioning fundamental issues, reframing situations, growing from adversity, and having a sense of vocation. These principles are essential for individuals to bring out their best selves. According to Ken O'Donnell, it is beneficial to combine spiritual intelligence (SQ) with both emotional intelligence (EQ) and rational intelligence (IQ). While IQ helps us to navigate mathematical equations and logical concepts, EQ helps us to interact effectively with others. On the contrary, SQ enables us to maintain a sense of inner balance and harmony. Variations of spiritual intelligence are sometimes used in corporate settings as a means of motivating employees and providing a non-religious, diversity-sensitive framework for addressing issues of values in the workplace.

Spiritual intelligence (SQ) is distinct from spirituality, as it entails acknowledging the existence of a force or belief beyond oneself. This recognition involves understanding that being human involves more than just sensory experiences and that we are connected to a larger whole, which may be divine or cosmic in nature. Spiritual intelligence allows us to recognize the significance of our lives within a broader context beyond our basic biological needs that drive selfishness and aggression. It fosters an understanding that we are an essential part of a purposeful evolution of life in our universe. The investigation of concepts that are applicable and relevant to all individuals, including but not restricted to love, compassion, life after death, wisdom, and the truth is integral to spirituality. David King, in 2008, provided a definition of Spiritual Intelligence as a collection of cognitive abilities that contribute to the recognition, consolidation, and flexible implementation of non-material and transcendent aspects of an individual's being. This, in turn, leads to outcomes such as profound existential pondering, amplification of purpose, identification of a transcendent self, and proficiency in spiritual conditions". Working from this definition, he created his Spiritual Intelligence Self-Report Inventory (SISRI-24). He later developed the four scales namely, Critical Existential Thinking (CET), Personal Meaning Production (PMP), Transcendental Awareness (TA), and Conscious State Expansion (CSE). According to King, spiritual intelligence (SI) satisfies the standard for the intellect as traditionally defined in early 20th-century literature.

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Job satisfaction is an important aspect of employee well-being and is closely tied to organisational success and productivity. It is how an individual feels about their job, the place of posting, democratic functioning, social circle, salary, and quality of life. Employees who are content with their jobs tend to be more engaged and productive in their work, exhibit a greater commitment towards their organization, and are less likely to be absent or leave their job. On the other hand, people who are not satisfied with their jobs are more likely to experience burnout and disengagement and may leave the organization in search of more fulfilling employment. The concept of job satisfaction was defined by Hoppock (1935) as a condition in which an individual feels content with their job due to a combination of factors such as psychological, physiological, and environmental circumstances. This definition implies that an employee who is truly satisfied with their job is one who experiences a positive state of mind and body. Looking into the present century, the concept of job satisfaction refers to a collection of positive or negative emotions and sentiments that employees hold towards their work. Karatepe, Uludag, Menevis, Hadzimehmedagic, & Baddar, (2006). The Employee Job Satisfaction and Engagement Report from the Society for Human Resource Management (Lee et al., 2016) explain that job satisfaction leads to increased sales and lower costs thereby increasing profits, increased productivity with an increase in recognition/ rewards, lower employee turnover, and increased organisational commitment when their goals are in line with organisational objectives.

If someone lacks the drive or enthusiasm to take action, they are typically described as unmotivated, whereas a person who is stimulated or energized towards a specific goal is considered motivated. In Self-Determination Theory (Deci & Ryan, 1985) there's a difference in the types of motivation based on the different reasons or goals that give rise to an action. The fundamental differentiation in motivation is between intrinsic motivation, where an individual engages in an activity because it is inherently pleasurable or captivating, and extrinsic motivation is defined as a situation in which a person engages in activities for the purpose of achieving a distinct result. Research spanning over 30 years has demonstrated that the quality of experience and performance can be very different when one is behaving for intrinsic versus extrinsic reasons. In Intrinsic motivation, one does the activity since it's internally rewarding. Intrinsic motivation is characterized by an internally derived goal, where the outcomes of the activity fulfil an individual's fundamental psychological needs for autonomy, competence, and relatedness. Conversely, extrinsic motivation entails engaging in an activity to receive an external reward in return. The goals in this case are centred on an outcome and do not fulfil an individual's essential psychological needs. They involve external benefits such as financial gain, recognition, influence, or avoiding negative consequences.

During the late 1950s, Frederick Herzberg carried out interviews with employees in order to identify the factors that led to job satisfaction and dissatisfaction. He asked them to recall a time when they felt good or bad about their job and why. From these interviews, Herzberg developed a theory that consists of two factors of job satisfaction: Hygiene factors and Motivation factors. According to Herzberg, while hygiene factors are not effective motivators for employees, proper management of these factors can prevent dissatisfaction among employees. The factors that contribute to job dissatisfaction are primarily related to the work environment, such as company policies, supervision, salary, interpersonal relationships, and working conditions. In contrast, motivation factors promote job satisfaction by meeting individual needs for personal growth and fulfilment. The factors consist of accomplishment, acknowledgement, accountability, the job, and progression.

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Herzberg suggested that once the hygiene factors are addressed, motivators can foster employee contentment and stimulate productivity.

The degree to which an employee is committed to an organization is a critical factor in predicting their tenure and level of dedication to accomplishing the organization's objectives. Organisational commitment is a strong belief in and acceptance of an organization's goals and values; to work with great dedication for an organization and to have a strong inclination to stay with it (Meyer & Allen, 1997). The term refers to the psychological perspective of members of an organization regarding their emotional connection and loyalty to the organization they are employed in. Organizational commitment is a crucial factor in determining employee satisfaction, engagement, leadership distribution, job performance, and job security. Understanding an employee's level of commitment towards their work is vital for management to gauge their dedication towards their daily tasks. The three-component model developed by John Meyer and Natalie Allen outlines three types of organizational commitment. When an employee is affectively committed, it implies that they have a strong desire to continue working for their current organization and remain a part of it. They usually identify with the organizational goals, feel that they belong to the organization, and are content with their work. Employees who are effectively committed feel valued, act as ambassadors for their organization and are generally great assets for organizations. The concept of organizational commitment is crucial for predicting various employee attributes such as satisfaction, engagement, and job performance. The three-component model by John Meyer and Natalie Allen outlines three types of organizational commitment. Affective commitment reflects the extent to which employees desire to stay in their organization. If an employee has an affective commitment, they tend to identify with the organization's goals, fit into the company culture, and find satisfaction in their work. Continuance commitment refers to the degree to which employees perceive a necessity to continue their employment with their organization. This form of commitment arises from a lack of work alternatives or the benefits associated with staying on the job. Normative commitment relates to how much an employee feels that they ought to remain in their organization. This form of commitment is driven by a sense of guilt or obligation to the organization, often due to concerns about leaving a knowledge or skills gap. Organizations should recognize and understand each type of commitment in their employees and focus on fostering affective commitment. Overall, employee commitment plays a crucial role in determining retention rates and performance in organizations.

There is research done between spiritual intelligence and organisational commitment (Kalantarkousheha et al., 2014), and spiritual intelligence and job satisfaction (Kathuria, K., & Malhotra, M., 2017). The study's implications are extensive due to the limited research on the three variables in conjunction. Since most studies on these variables are either among teachers (Kalantarkousheha et al., 2014) or college students (Bejestani et al., 2021), this research provides an analysis of the three variables among management employees in organizations. This study can also help us understand the gender differences if any among the mentioned sample. Research studies have suggested that there are no gender-based disparities in spiritual intelligence and personality traits. However, findings have indicated that marital status has a substantial impact on spiritual intelligence, with notable variations observed among males and females (Singla, N., & Mehta, D. S., 2018). Further research can be conducted to examine the empirical validity of Spiritual Intelligence across diverse cultural contexts.

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Need and Significance

The study addresses a gap in the existing literature on the role of spiritual intelligence in the workplace. While there has been a growing interest in the relationship between spirituality and job-related outcomes, such as job satisfaction and organizational commitment, little research has been done on the specific construct of spiritual intelligence and its effects on these outcomes, especially among executive-level management employees.

Secondly, the study has practical implications for organizations. By understanding the relationship between spiritual intelligence, job satisfaction, and organizational commitment, organizations can design interventions that promote spiritual intelligence development and enhance job satisfaction and organizational commitment among employees, particularly those in executive-level management positions. This can lead to a more engaged and committed workforce, improved retention rates, and increased productivity and profitability. Thirdly, the study has theoretical implications, as it contributes to the emerging field of spiritual intelligence and its potential impact on workplace outcomes. By exploring the relationship between spiritual intelligence and job-related outcomes, the study can advance our understanding of the mechanisms that underlie these relationships and offer insights into the factors that contribute to employee engagement and commitment. Overall, the proposed study on spiritual intelligence, job satisfaction, and organizational commitment among executive-level management employees is necessary to address a gap in the literature, has practical implications for organizations, and contributes to the theoretical understanding of spiritual intelligence in the workplace.

METHODOLOGY

Statement of Problem

The present study was undertaken to understand the relationship between spiritual intelligence, job satisfaction, and organisational commitment among executive-level management employees. In addition, the study seeks to identify differences in spiritual intelligence, job satisfaction, and organisational commitment in gender. The study also seeks to understand the impact of spiritual intelligence on job satisfaction and organisational commitment.

Research Objectives

- To study the relationship among spiritual intelligence, job satisfaction and organisational among executive-level management employees.
- To determine if there are any differences in spiritual intelligence based on gender.
- To determine if there are any differences in job satisfaction based on gender.
- To determine if there are any differences in organisational commitment based on gender.
- To determine whether spiritual intelligence has an impact on job satisfaction.
- To determine whether spiritual intelligence has an impact on organisational commitment.

Hypotheses

- H₀₁: There is no significant relationship between spiritual intelligence, job satisfaction and organisational commitment among executive-level management employees
- H₀₂: There is no significant difference in spiritual intelligence based on gender.

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- H₀₃: There is no significant difference in job satisfaction based on gender.
- H₀₄: There is no significant difference in organisational commitment based on gender.
- H₀₅: Spiritual intelligence does not have any significant impact on job satisfaction
- H₀₆: Spiritual intelligence does not have any significant impact on organisational commitment.

Research Design

The study followed a correlational design to assess the relationship between spiritual intelligence and job satisfaction, job satisfaction, and organisational commitment and to also assess the relationship between spiritual intelligence and organisational commitment among executive-level management employees in Bengaluru, India. The study also assessed the differences in spiritual intelligence, job satisfaction, and organisational commitment within gender. Pearson's Correlation, independent samples t-test, and linear regression were used to analyze the data.

Operational Definition

- **Spiritual Intelligence:** The capacity of an individual to possess a socially relevant purpose in life by understanding the 'self' and having a high degree of conscience, compassion, and commitment to human value (Kumar, V., & Mehta, M., 2011).
- **Job Satisfaction:** A set of favourable or unfavourable feelings with which an employee views their work (Davis & Newstrom, 2002)
- **Organisational Commitment:** Organisational commitment is a strong belief in and acceptance of an organization's goals and values; a willingness to exert considerable effort on behalf of an organization and a strong desire to remain with the organization (Meyer & Allen, 1997).
- **Executive Level Management Employees:** Any managerial position is considered an executive position as an executive is defined as an individual who holds administrative or supervisory authority in an organization.

Variables

The study consists of three variables:

- Spiritual Intelligence
- Job Satisfaction
- Organisational Commitment

Demographic Variables

The socio-demographic variables in this research were used to describe the characteristics of a population, such as age, gender, designation, and years of experience.

Geographical Area

The study included participants aged between 22 to 65 years from Bengaluru, Karnataka, India.

Sample and Technique

The participants for this study were executive-level management employees from Bengaluru, Karnataka. Prior to participation, permission was taken from the co-founders/managers and informed consent was obtained from each participant who participated in the

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study. Basic demographic details were also collected for this study. The sample was collected through a nonprobability purposive sampling technique using an online survey form and was collected from executive-level management employees across Bengaluru, Karnataka, India.

Sample Distribution

Inclusion Criteria

- Executive-level management employees
- Employees residing in Bengaluru
- Employees aged between 22 to 65 years

Exclusion Criteria

- Employees belonging to family business
- Employees having less than 1 year of work experience

Universe of the Study

The participants for this study were executive-level management employees residing in Bengaluru, Karnataka, India. The data was collected through an online method.

Permission from the co-founders/ managers was sought and informed consent was obtained from all the participants in this study and their anonymity was maintained with respect to their responses and voluntary participation. The participant was informed in the guidelines that they can terminate from the study at any point they wish to. All the ethical guidelines by APA were considered in this study following the research protocol.

Tools for the study

- **The Spiritual Intelligence Self-Report Inventory (SISRI-24) (David King, 2008):** The Spiritual Intelligence Self-Report Inventory (SISRI-24) is a 24-item inventory developed by David King that has 4 subscales. Namely, Critical Existential Thinking (CET), Personal Meaning Production (PMP), Transcendental Awareness (TA), and, Conscious State Expansion (CSE). The Cronbach's alpha value was found to be 0.95.
- **Job Satisfaction Scale (Dr. Amar Singh, Dr. TR Sharma, 1999):** The Job Satisfaction Scale developed by Dr. Amar Singh and Dr. T. R Sharma, is a 30-item scale with statements related to different vocations which show job satisfaction. The scale includes positive and negative statements. The positive statements are to be scored as 4, 3, 2, 1, and 0 while negative statements are to be scored as 0, 1, 2, 3, and 4. Higher scores show a high level of job satisfaction. The reliability of the scale was found to be 0.97 and the validity comes to 0.74.
- **Organisational Commitment Scale (Upinder Dhar, Prashant Mishra, D.K Srivastava):** The Organisational Commitment Scale was developed by Upinder Dhar, Prashant Mishra, and D. K Srivastava in 2002 it has 8 items on a 5-point Likert scale. The scale measures two factors; Concern for the organisation and Identification with the organisation. The reliability and validity of the scale were found to be 0.6078 and 0.7796.

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Statistical Analysis

For the analysis, Pearson's correlation, independent sample t-test and linear regression to study and determine the correlation between the three variables in this study and to predict the impact of the independent variable on the dependent variables.

RESULT AND DISCUSSION

The aim of the study was to understand the relationship and how spiritual intelligence has an influence on job satisfaction and organisational commitment among executive-level management employees.

The results and discussions are made based on the data collection of 181 male and female samples. Results and discussion is generated by giving a brief description of the sociodemographic details of the participants using descriptive statistics. Normality was assumed since the sample size was large (Ghasemi, A., & Zahediasl, S., 2012). This was followed by inferential statistics which was used to understand the correlation between how spiritual intelligence related to job satisfaction and organisational commitment. An independent sample t-test was done among males and females to understand if there's a significant difference in spiritual intelligence, job satisfaction, and organisational commitment. Later, linear regression is done on how spiritual intelligence (independent variable) influenced job satisfaction and organisational commitment.

Table 4.1 Shows the socio-demographic variable, gender with the frequency and percentage

Sociodemographic variable		N	Percentage %
Gender	Male	107	59.11
	Female	74	40.89

The frequency and percentage of the sociodemographic variable, gender is shown in table no. 4.1. There were 181 participants in this study, out of which 107 (59.11%) were males and 74 (40.89%) were females.

Table 4.2 Shows the socio-demographic variable, age with the frequency and percentage

Sociodemographic variable		N	Percentage %
Age	Below 25 years	2	1.11
	25- 35 years	120	66.30
	35- 45 years	47	25.97
	45- 55 years	9	4.97
	55-65 years	3	1.65

The frequency and percentage of the sociodemographic variable, age is shown in table no. 4.2. Age was categorised into 5 groups, the frequency of participants below 25 years was 2 (1.11%), 26- 35 years was 120 (66.30%), 36- 45 years was 47 (25.97%), 46- 55 years was 9 (4.97%), and above 56 years was 3 (1.65%).

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Table 4.3 Shows the socio-demographic variable, years of experience with the frequency and percentage

Sociodemographic variable		N	Percentage %
Years of experience	Below 10 years	153	84.53
	10- 20 years	17	9.39
	20- 30 years	5	2.78
	30- 40 years	6	3.30

The frequency and percentage of the sociodemographic variable, years of experience is shown in table no. 4.2. The years of experience were categorised into 4 groups, the frequency of participants below 10 years of experience was 153 (84.53%), 10- 20 years of experience was 17 (9.39%), 20- 30 years of experience was 5 (2.78%), and 30- 40 years of experience was 6 (3.30%).

Table 4.4 Shows the Mean and Standard Deviation score on spiritual intelligence, job satisfaction, and organisational commitment variables respectively

Variable	M	SD	Skewness	Kurtosis
Spiritual Intelligence	28.85	7.04	-.93	2.02
Job Satisfaction	62.72	11.34	.82	.26
organisational Commitment	23.40	4.71	-.29	-.64

M= Mean, SD= Standard deviation, N=181

Table 4.2 represents the descriptive statistics of spiritual intelligence, job satisfaction, and organisational commitment among management employees. The variables spiritual intelligence [M=28.85, SD=7.04, Skewness=-.93, Kurtosis=2.02], job satisfaction [M=62.72, SD=11.34, Skewness=.82, Kurtosis=.26], and organisational commitment [M=23.40, SD=4.71, Skewness = -.29, Kurtosis = -.64] are normally distributed. The values of skewness lie within the range of -2 to +2. The values of kurtosis lie within the range of -7 to +7 which is why the data is normally distributed as stated by Hair et al. (2010) and Bryne (2010).

Table 4.5 Shows the correlation coefficient between spiritual intelligence, job satisfaction and organisational commitment

Variable	M	SD	1	2	3
SI	28.85	7.04	-	-.35	.31
JS	62.72	11.34	-.35	-	-.63
OC	23.40	4.71	.31	-.63	-

$p < .05$

Table 4.4 displays the relationship between spiritual intelligence, job satisfaction and organisational commitment among executive-level management employees. The relationship between spiritual intelligence and job satisfaction was found to be low negative and statistically significant ($r = -.35, p < .05$). Additionally, it signifies that if spiritual intelligence increases then there would be a decrease in job satisfaction. These results contradict the study done by Samyak Makwana (2015) indicated that there was a positive correlation

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between spiritual intelligence and job satisfaction among teachers. These findings also contradict the study done by Meeta Malhotra and Komal Kathuria (2017) which revealed that there was a significant positive relationship between spiritual intelligence and job satisfaction among employees of multinational companies. These results differed from the study conducted by Arohi J. Fernandes and Prexa N. Priyadarshini (2022) which indicated that spiritual intelligence had a positive significant impact on attitude towards duty and Job Satisfaction among university teachers.

The relationship between job satisfaction and organisational commitment was found to be moderately negative and statistically significant ($r = -.63, p < .05$). Additionally, it signifies that if job satisfaction increases then there would be a decrease in organisational commitment. These results contradict the study done by Chordiya et al. (2017) which revealed that job satisfaction had a significant positive impact on affective organisational commitment among state employees belonging to India and the US. These findings also differed from the study conducted by Rahul Bora and Shweta Misra Dubey (2022) which indicated that there was a positive relationship between organisational commitment and job satisfaction among hotel employees.

The relationship between spiritual intelligence and organisational commitment was found to be low positive and statistically significant ($r = .31, p < .05$). Additionally, it signifies that if spiritual intelligence increases then there would be an increase in organisational commitment. These findings are similar to the results which significantly support the positive effect of spiritual intelligence on Person- Organization fit, organisational commitment, and Customer Oriented -organisational Citizenship Behaviour conducted by Peetikarn Pattanawit and Peerayuth Charoensukmongkol (2022). These results also align with the findings of Bano et al. (2015) which established that there exists a positive correlation among spiritual intelligence, quality of life, and organisational commitment among power sector employees.

The results indicate that there exists a significant relationship between spiritual intelligence, job satisfaction and organisational commitment among executive-level management employees. Hence, H_{01} which states that ‘There is no significant relationship among spiritual intelligence, job satisfaction and organisational commitment among executive-level management employees’ is rejected.

Table 4.6
Shows the difference in spiritual intelligence based on gender

Variables	Males (107)		Females (74)		t	p
	M	SD	M	SD		
SI Total	28.12	7.51	29.91	6.21	-1.69	.064 ^{NS}

NS- non-significant

Table 4.5 shows the difference in spiritual intelligence based on gender. The test revealed that there was no significant difference between the two groups, $t(179) = -1.69, p = .064$.

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Hence, H₀₂ stating that ‘There is no significant difference in spiritual intelligence based on gender’ was accepted as the p-value was found to be greater than .05 and gender variations in spiritual intelligence were found to be not significant. A study conducted by Pant and Srivastava (2019) indicated that there was no significant difference found between male and female students in terms of spiritual intelligence which is in line with the above-mentioned results. On the contrary, Kalantarkousheha et al., (2014) concluded that the amount of spiritual intelligence was higher in males than in females among employees of different universities in Tehran province.

Table 4.7 Shows the difference in job satisfaction based on gender

Variables	Males (107)		Females (74)		t	p
	M	SD	M	SD		
JS Total	63.88	12.25	61.05	9.70	1.66	.038*

p>.05

Table 4.6 shows the difference in job satisfaction based on gender. The test revealed that there was a significant difference between the two groups, $t(179) = -1.66$, $p = .038$. Hence, H₀₃ stating that ‘There is no significant difference in job satisfaction based on gender’ was rejected as the p-value was found to be lesser than .05, and gender variations in job satisfaction were found to be significant. These results are similar to the study conducted by Ghosh, P. et al. (2020) which revealed that men experienced work engagement and through work engagement increased job satisfaction from challenging job demands, whereas those benefits did not accrue to women, and when it did, they are significantly less than for men. Many models and theories of organisational behaviour were created in the Western world, where gender equality is more prevalent in both the workplace and at home. However, in a collectivistic patriarchal society, women bear the majority of household responsibilities, leading to limiting resources for work, which can impact their work engagement and job satisfaction. (Rout et al., 1999). These results were similar to the study conducted by Dartey-Baah et al., (2020) which indicated that was not a good determinant of job satisfaction and occupational stress among bank tellers. However, the findings of the research conducted by Rožman et al., (2021) revealed that there were significant gender differences in work satisfaction, work engagement, and work efficiency among employees who work from home during the COVID-19 pandemic.

Table 4.8 Shows the difference in organisational commitment based on gender

Variables	Males (107)		Females (74)		t	p
	M	SD	M	SD		
OC Total	23.20	5.08	23.70	4.13	-0.71	.025*

p>.05

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Table 4.7 shows the difference in organisational commitment based on gender. The test revealed that there was a significant difference between the two groups, $t(179) = -.71$, $p = .025$. Hence, H_{04} stating that ‘There is no significant difference in organisational commitment based on gender’ was rejected as the p-value was found to be lesser than .05, and gender variations in job satisfaction were found to be significant. Hence, the results were similar to that done by Aftab and Shah (2021) who found that female teachers scored significantly higher on both organisational commitment and organisational citizenship behaviour than male teachers. On the contrary, Kalantarkousheha et al., (2014) concluded that the amount of organisational commitment was higher in males than in females among employees of different universities in Tehran province.

Table 4.9 Linear regression to assess the impact of spiritual intelligence on the variable job satisfaction

Variable	Dependent variable	β	F	R ²	t value	Sig
Spiritual intelligence	Job satisfaction	-.35	24.29	.120	-4.93	.000*

Dependent variable: Job satisfaction

Independent variable: Spiritual intelligence

$p < .05$

Table 4.8 shows the regression analysis of spiritual intelligence on the variable job satisfaction with a β value of $-.35$, F value of 24.29, and t value of -4.93 . Job satisfaction and spiritual intelligence were found to be significant with $p \leq 0.05$. This indicates that there’s a considerable impact of spiritual intelligence on job satisfaction. This was indicated by a 12% change in job satisfaction predicted by spiritual intelligence. Similar to the findings of the correlation between spiritual intelligence and job satisfaction, it’s been found that people with higher spiritual intelligence have lesser job satisfaction. Hence, H_{05} stating that ‘Spiritual intelligence does not have any significant impact on job satisfaction’ was rejected. These results are in line with the study conducted by Arohi J. Fernandes and Prexa N. Priyadarshini (2022) which revealed that spiritual intelligence had a positive significant impact on attitude towards duty and job satisfaction among university teachers.

Table 4.10 Linear regression to assess the impact of spiritual intelligence on the variable organisational commitment

Variable	Dependent variable	β	F	R ²	t value	Sig
Spiritual intelligence	Organisational Commitment	.31	18.50	.094	4.30	.000*

Dependent variable: Organisational commitment

Independent variable: Spiritual intelligence

$p < .05$

Table 4.9 shows the regression analysis of organisational commitment on the variable spiritual intelligence with a β value of $.31$, F value of 18.50, and t value of 4.30.

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organisational commitment and spiritual intelligence were found to be significant with $p \leq 0.05$. This indicates that there's a considerable impact of spiritual intelligence on organisational commitment. This was indicated by a 9.4% change in organisational commitment predicted by spiritual intelligence. Similar to the findings of the correlation between spiritual intelligence and organisational commitment, it's been found that people with higher spiritual intelligence have higher organisational commitment. Hence, H_{06} stating that 'Spiritual intelligence does not have any significant impact on organisational commitment' was rejected. These findings were in line with the study conducted by Pallavi Rajain and Rupa Rathee (2022) which established that the level of Spiritual Intelligence had an impact on organisational commitment.

The results of this study indicated that there was a significant relationship between the three variables, spiritual intelligence, job satisfaction, and organisational commitment among executive-level management employees. It revealed that there was no significant difference in spiritual intelligence based on gender among executive-level management employees. It also revealed that there was a significant difference in job satisfaction and organisational commitment based on gender among executive-level management employees. The results also disclosed that spiritual intelligence had a significant impact on job satisfaction and organisational commitment among executive-level management employees.

SUMMARY AND CONCLUSION

Summary

The present study was carried out to find the relationship between spiritual intelligence, job satisfaction and organisational commitment. The objectives of the study were to understand the relationship between the three variables, their differences among gender and how spiritual intelligence impacted job satisfaction and organisational commitment. The sample chosen for this study were executive-level management employees who are above 22 years of age and residing in Bengaluru, Karnataka, India. The sample size was 181 consisting of males and females. The tools used for the study were the Spiritual Intelligence Self-Report Inventory (SISRI-24), Job Satisfaction Scale, and Organisational Commitment Scale. The responses for the study were collected through google forms.

Informed consent was taken from the participants. First, the demographic details of the participants such as gender and age were taken. This was followed by inferential statistics such as the Pearson correlation which was used to find the significant relationship among the variables, an independent sample t-test to find the differences among males and females relating to spiritual intelligence, job satisfaction, and organisational commitment, and linear regression analysis to understand the impact of spiritual intelligence on job satisfaction and organisational commitment. The analysis was done by using the IBM SPSS version 20.

The findings of the study show that spiritual intelligence is negatively correlated with job satisfaction and positively correlated with organisational commitment. Job satisfaction is negatively correlated with organisational commitment. There was no significant difference between males and females with respect to spiritual intelligence. With respect to job satisfaction and organisational commitment, the study revealed that there was a significant difference between males and females. Finally, there was considerable evidence suggesting that spiritual intelligence did impact job satisfaction and organisational commitment.

CONCLUSION

The study aimed at understanding the relationship and how spiritual intelligence has an influence on job satisfaction and organisational commitment. With the help of descriptive and inferential statistics, it was found that spiritual intelligence had a negative correlation with job satisfaction and a positive correlation with organisational commitment. Job satisfaction had a negative correlation with organisational commitment. The results also reveal that spiritual intelligence impacted job satisfaction and organisational commitment. And finally, among males and females, there's no significant difference with respect to spiritual intelligence. There is a significant difference between males and females in terms of job satisfaction and organisational commitment.

Implications

The findings of the current study provide a deeper understanding of the influence and relationship of spiritual intelligence, job satisfaction, and organisational commitment. Thus, spiritual intelligence can also be a major influencer that needs to be examined further. Spiritual Intelligence is crucial for leaders, in order to create spirituality in the workplace for employees. In a dynamic business environment, leaders have to seek inner peace. Spirituality in general is needed for leaders to grow their own sense of identity, find the purpose of their own work and support followers' values with a strong sense of meaning. In an organisational setting, the study variables job satisfaction and organisational commitment can lead to the development of better company policies, development of better employee training programs, and different strategies for increasing employee retention.

Limitations

Despite extensive planning and effort, the research has its limitations. The study wasn't specific to any industry/ sector. Thus, it lacked a decisive result in understanding the degree to which employees would be satisfied with their jobs or have an organisational commitment as the amount of stress faced by employees in each industry varies from industry to industry. The study focused mainly on executive-level management employees and not on founders or co-founders of a company. This would give insights into how the development of company culture influences job satisfaction and the organisational commitment of the employees.

Scope for Future Research

Most of the pre-existing research is done among teachers either in the school level or the university level with regard to spiritual intelligence. Insufficient research has been conducted on the corporate population in India with respect to all three variables. Further research can be conducted among the Board of Directors in different categories of industries among the population of India. This gives us key insights into how downward communication and organisational culture impact job satisfaction and organisational commitment. The current research can be extended where researchers can conduct formal interviews with the members of the board committee or with the founders/ co-founders of the company to exclusively gain insight into their wisdom in decision-making, critical thinking and problem-solving. A study can be conducted using the variables like personality types and leadership effectiveness along with spiritual intelligence since a leader's personality traits influence their behaviour, attitudes, and decision-making, which in turn affects their ability to lead and inspire their team. It would support the development of effective policies and organisational setup to resolve and manage conflict and employees' behaviour.

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Acknowledgement

A J Cronin was right to say “Gratitude is something of which none of us can give too much. For on the smiles, the thanks we give, and our little gestures of appreciation, our neighbours build their philosophy of life.” This study would not have been possible without the guidance and aid of certain individuals. I would like to express my gratitude for them and the role they played in helping me successfully complete this dissertation. I would like to begin by thanking my guide, Dr. Sruthi Sivaraman, Assistant Professor, Department of Psychology for her patience and faith in me. Her valuable insights and advice contributed to the success of my study. I would then like to extend my gratitude to our Principal Rev. Fr. Dr. Augustine George for providing me with the opportunity to study in this esteemed institution and further making the resources for the completion of this study available. I also want to give special thanks to Dr. Molly Joy, Head of the Department of Psychology for constantly encouraging me to strive to be better as a student and researcher. Finally, I want to credit the teachers who took the time out of their busy schedules and responded to my questionnaire. Their efforts do not go in vain and are recognized in the shape of millions of successful students. Last, but definitely not least, I want to express appreciation for my pillar, my family for their consistent and relentless support throughout this entire process. Their endless heartening does not go unnoticed.

Conflict of Interest

The author(s) declared no conflict of interest.

How to cite this article: Raikar, K. & Sivaraman, S. (2023). Spiritual Intelligence, Job Satisfaction, and Organisational Commitment among Executive-Level Management Employees. *International Journal of Indian Psychology*, 11(2), 1183-1199. DIP:18.01.127.20231102, DOI:10.25215/1102.127