
RELATIONSHIP BETWEEN EMPLOYEE SPIRITUAL INTELLIGENCE AND ORGANISATIONAL PERFORMANCE: THEORETICAL REVIEW.

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Abstract

This paper takes the form of a literature review of appropriate studies related to employee spiritual intelligence and organizational performance. Spiritual intelligence of an employee vividly explains how workers can quickly solve problem with use of spiritual intelligence such as openness, self-awareness, and transcendence. The paper focuses on investigating the relationship between employee spiritual intelligence and organisational performance through an in-depth theoretical review. The equity theory was used. The Harvard system (the author-date format) was used for referencing literature sources. The paper used a secondary source of data collection. The paper concluded that employee spiritual intelligence and its dimensions significantly relates to the organisational performance. It was suggested that openness should be highly encouraged among employees in order to improve organizational performance; transcendence awareness should be built in the employees in order to make decisions out of personal interest which promotes performance in the organization.

Keywords: Spiritual intelligence, openness, self-awareness, transcendence and organizational performance.

1.1 Introduction

The spiritual intelligence of an employee simply means the ability to enlarge one's conscious state in order to solve critical problems. It is an intelligence that allows employee to understand critical situations rather than react quickly to them. According to Moleka (2021), employee spiritual intelligence is showcased through critical thinking, transcendental consciousness, personal meaning formation, self awareness and ability to handle problems effectively. Zohar and Marsha, (2000) supported that employee spiritual intelligence is the intelligence to deal with problems, to evaluate one's actions and others as well as the intelligence to make work more meaningful and significant. Zohar (2005) defined employee spiritual intelligence as the intelligence in which an employee can access the meanings, vision, core values of life and way of solving problems in the organization. Zohar (2005) also revealed that spiritual intelligence enable employee to achieve meaning of life, ability to think outside the box and innovativeness. This enables the employee to be more productive and effective at work which in-turn increases organisational performance. Organisational performance in this context means the generic outputs of an organisation.

Employees play vital roles in increasing the performance of the organisation. A high spiritually intelligent employee will improve organisation because openness, self awareness, transcendence and problem solving skill are key indicators that contribute mincingly to the achievement of higher performance in the organisation. Anwar, (2015) noted that spiritual intelligence increases organisational performance. Employee spiritual intelligence shapes behaviour that increases performance and sense of belonging.

Poor performance in the organisation is a major problem identified, business organizations lack workers that have strong spiritual intelligence (transcendence, openness and self-awareness). This fuels inability of the employees to solve critical problems in critical situations and to be more proactive at work. Some studies have examined the relationship between employee spiritual intelligence and organisation performance in different sectors, states and countries but this paper is out to investigate the relationship between the dimensions of employee spiritual intelligence and organisational performance through an exhaustive theoretical review in order to solve the above problems and also close the gaps in literature.

2.0 Review of Related Literature

2.1 Theoretical Framework

2.1.1 Equity Theory

The equity theory was introduced by Stacey Adam in 1963. The Equity theory is a theory that focuses on employees' feelings and perceptions of how equally and fairly their organization treat them in terms of general work conditions compared to other organizations. Dessler (cited in Luddy, 2005) has it that equity theory proposes that employees have a strong desire to retain a balance between rewards. In the same vein, Jones and George (2003), equity theory is a theory that mostly focuses on employees perceptions of the fairness of their work outcomes relative to, or in fraction to their work inputs. This determines the level of spirituality in the organization because workers' expectation and inner life will be considered. Workers lose meaningful work and alignment with organization's values when inequity is perceived in the implementation of policies that vividly affect employees' wellbeing.

Employee spiritual intelligence is influenced by the referent. The referent means comparison between two equal people or a group of persons working different companies or within the

organization. Jones and Goerge (2003) supported that referent can also be oneself in a previous job, one's expectations about what outcome/input ratios should be. The theory explains that if rewards employee received and their efforts do not match, they would be pushed to reduce their performance.

2.2 The Concept of Spiritual Intelligence

Spiritual intelligence of an employee vividly describes how competent workers can solve problem with use of emotional intelligence through self-motivation, self-control and meaningless at work. Spiritual intelligence focuses on emotional intelligence of an employee (Fatt, 2014). It is the ability of an individual to handle critical situation in the workplace. Zohar and Marshall (2002) describes spiritual intelligence as employee intelligence deal with problems of meaning or value, such as ability to keep our behaviour in the context of broader meaning, ability to scan and evaluate one's actions. It simply means the ability of a worker to find out real solutions to problems.

Employee spiritual intelligence is the ability to examine way of life and make it more meaningful than others in the organisation. Doulas, (2013) further described spiritual intelligence as the ability to think about the organisation, oneself and spend one's life line with thinking. Spiritual intelligence consists of awareness, connotation, production, existential thoughts and mindfulness state expansion (2013). Anwar, (2015) also identified dimensions of spiritual intelligence as grace, truth and meaning. Abdurrasodik, Titisasari and Yulisetiari (2020) further identified the indicators of spiritual intelligence as honesty, justice, openness and focus on contribution, spiritual non-dogmatic and spiritual transcendence. Tahir and Rehman (2018) also noted that spiritual intelligence has seven dimensions such as purpose or meaning of life, consciousness, transcendence, spiritual resource, self-determination, reflection, soul purification and coping with obstacles.

This paper used openness, transcendence and self-awareness as measures of spiritual intelligence to explain the relationship between spiritual intelligence and organisational performance.

2.3 Organisational performance

Performance is measured based on level of output. An organisational performance is the ability of the organisation to achieve desired output in line with input. Increase in output (productivity) shows increase in performance of an organisation.

Organisation performance can be conceptualized in terms of productivity, effectiveness, efficiency, growth and continuity. Sharma and Bharti (2014) noted that spiritual intelligence strongly contributes to the growth of the organisation. Attri (2012) also found that transcendence enable workers to increase productivity and level of effectiveness in the organisation. Okpara and Agwu (2015) stated that organisation performance is a measure of efficiency and effectiveness in the organisation. Organizational performance covers the actual output or outcomes of an organization as measured against its projected outputs. Organisational performance is also the accomplishment of organization at end of tasks as it is planned.

2.4 Relationship between Spiritual Intelligence and Organizational Performance

2.4.1 Openness and organizational performance

Openness refers to an attitude of accepting criticism from others in the organisation. According to Abdurrasolik et al (2020), openness is the attitude of an employee to accept co-workers' criticism and opinion in order to achieve organisational goals. Usman and Danish (2010) investigated that openness as a dimension of spiritual intelligence builds up a strong connection among employees and with the organisation. Openness also promotes the feelings of unity and sense of belonging among workers in the organisation which also contribute to high performance. Khoshtinat (2012) noted openness increases performance and also shapes behaviour for better performance. Such behaviours are mutual trust and high sense of belonging. Goleman (2001) revealed in his study that spiritual intelligence and emotional intelligence are the most vital factors for higher performance in the organization. Fatt (2002) findings revealed that high level of openness leads to higher performance at work. Therefore, openness in the organization contributes to higher performance because it gives worker the ability to accept co-workers' criticism in any situation.

2.4.2 Transcendence and Organisational Performance

Transcendence is the capacity of employee to move beyond the consciousness that is self-centered and to observe the things in the surroundings without any personal interest. It is the ability of an employee to view life from larger and objective perspective. Individual with the ability to transcend help pre-established standard that improve proper understanding of how critical decision attack other outcome. Trope and Liberman (2010) noted that the act of transcending is done through the mental separation of here and now and transcending promotes objective view of current realities. Post and Wade (2014) supported that spiritual transcendence is the ability of individual to freely express the feelings, experience and ideas as well as behaviour that lead to the search for good and straight work condition. Arriba (2013) further describes spiritual transcendence as employee's transcendence awareness, which connects to the capacity to understand co-workers and people in different environment. It is the ability of an individual to use a deep understanding of the social relationship of reciprocity with him and others.

2.4.3 Self awareness and organisation performance

Self awareness comprises of psychological abilities that enable employee to form a mutual relationship in the organisation. According to Okpara and Agwu (2015), self awareness is the capacity of an individual to recognise his or her feelings, perceptions and emotions towards work environment and their effects. Freedman and Everret (2004) revealed in their study that self awareness is a critical factor that effectively sustains high organisational performance. Employees who are aware of their emotions are more productive at work. Self awareness enables them to understand their moods and anticipate how their actions will positively or negatively affect the performance of organisation. Self awareness is the most vital competency related to spiritual intelligence and it vividly influences organisational performance because employee spiritual intelligence defines the employee levels of performance. Goleman cited in Okpara and Agwu (2015) that workers without self awareness have blind ambition, unrealistic goal and certain characteristics such as power hungry, relentless striving, insatiable need for recognition and preoccupation with appearances. Self awareness fuels self confidence and self motivation among workers.

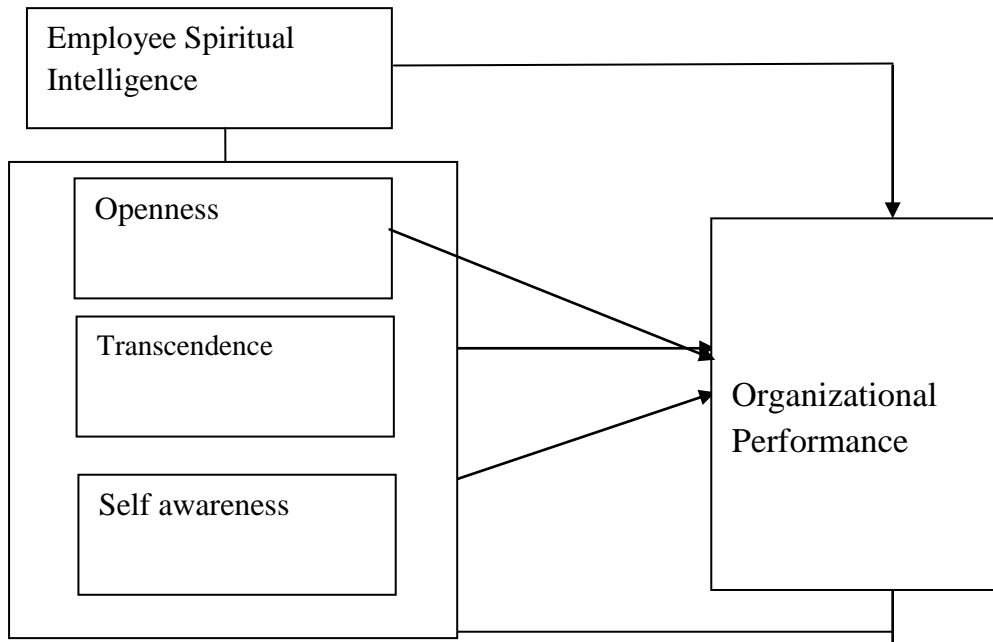


Fig 1.1 Operational framework of employee spiritual intelligence and organisational performance.

Source: Researcher's Operational (2023)

The operational framework shows the relationship between the dimensions of employee spiritual intelligence and organisational performance. The framework indicates that employee spiritual intelligence significantly relates to organisational performance through arrows.

Many research works have investigated the relationship between spiritual intelligence and performance of an organisation in different sectors, countries and states in Nigeria.

Spiritual intelligence has a strong and significant effect on organisational performance (Goleman, 2001). Furthermore, Doulas (2013) findings noted that self awareness has a significant relationship with organisational performance. McPheat (2010) revealed self awareness and social responsibility are related to the performance of the organisation. Bharti (2014) noted that spiritual intelligence strongly contributes to the growth of the organization and higher performance through openness and self awareness. Abdein (2012) also found that transcendence enables workers to increase productivity and level of effectiveness and feelings are key elements that influence organisational performance. Tahir and Rehman (2018) also identified that spiritual intelligence and its dimensions positively correlated with organizational commitment. This means that openness, self awareness and transcendence significantly relate to organizational commitment.

3.1 Methodology

This paper takes the form of a literature review of appropriate studies related to employee spiritual intelligence and organizational performance. In this paper, employee spiritual intelligence measurement was the most relevant theme. Of most importance were those studies that attempt to link concept of employee spiritual intelligence to organizational performance. The Harvard system, the author-date format, was used for referencing literature sources. The paper used a secondary source of data collection. Wee (2016) noted that the methodology of literature review papers should contain the themes informing the review, keywords, and some of the primary sources consulted journals related to employee spiritual

intelligence and organizational performance were used. In all cases, the primary keywords used in searching for the articles were employee spiritual intelligence, openness, transcendence, self-awareness and organizational performance.

3.2 Conclusion

Employee spiritual intelligence is very crucial to the attainment of higher performance in the organization because it gives employees sense of meaningful work and ability to evaluate different ways of life so as to make work-life more significant and meaningful. An employee with the higher problem solving skills will increase performance in the organization.

Therefore, this paper concludes that employee spiritual intelligence and its dimensions significantly relate to the organisational performance.

3.3 Suggestions

1. Openness should be highly encouraged among employees in order to improve organizational performance.
2. Transcendence awareness should be built in the employees in order to make decisions out of personal interest which promotes performance in the organization.
3. Employees should build the capacity to recognise feelings towards work environment in order to improve their performance as well as organizational performance.

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