SPIRITUAL INTELLIGENCE AND ORGANIZATIONAL SUCCESS: AN EMPIRICAL RESEARCH

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ABSTRACT

The importance of spiritual intelligence in achieving organizational success cannot be overemphasized. The study examined the relationship between spiritual intelligence and organizational success as an empirical research in manufacturing firms in Nigeria. To achieve this, the study adopted a cross sectional research design and focused on 450 managers and employees in manufacturing companies. The sample size of 212 was determined from the population of 450 respondents through Yamene's sampling technique. 212 copies of questionnaire were distributed and 208 copies were filled and obtained for analysis. Spearman's Rank Order Correlation coefficient statistic tool was adopted in the data analysis. The result revealed that spiritual intelligence has a significant relationship with organizational success. Hence, we concluded that spiritual intelligence affect organizational success and recommended that Management should develop vision/value-driven competencies in order to improve return on investment and retention of high employees as these will assist the achievement of organizational success. They should develop self-awareness that will facilitate the achievement of return on investment. They should ensure that self-awareness development is aligned with goal of retaining high employees in order to achieve the organizational success.

Keywords: *Spiritual intelligence, Vision/value-Driven, self-Awareness, Return on Investment, Retention of High Employees, Organizational Success.*

Introduction

The primary reason why organizations, managers, entrepreneurs, and others participate in business operations or activities is to achieve organizational success. Due to the rapid changes that occur in the corporate world nowadays, organizations, managers, entrepreneurs, and others are looking for innovative methods to improve organizational performance. Spiritual intelligence development is one of the most effective methods that can be used to achieve corporate success. Spiritual intelligence is the capacity to use and develop spiritual principles in order to enhance everyday functioning as well as physical and mental health of individuals and the organization. Spiritual intelligence incorporates vision/value-driven construct and self-awareness development in its operations (Zohar, 1997). Hence, vision/value-driven and self-awareness are two variables among others found in research that improves organizational performance. These variables can be looked at as the fundamental elements of spiritual intelligence (Zohar & Marshall, 2005). Spiritual intelligence affects people's behavior and performance (Khoshtinat, 2012). Spiritual intelligence to Farsani et al. (2013), are those elements that play a critical influence on organizational success. It also fosters a sense of belonging among workers and guarantees that they are the organizational members (Karakas, 2010). Employees that are spiritual tend to be productive because they are happier and more dedicated to their work (Geigle, 2012).

Vision/value-driven is a kind of spiritual intelligence that motivates the whole organization, through its management, and promotes clear direction on desired outcome. A vision is something that companies desire to achieve, something that they strive to, and something that acts as the enterprise's glue, its driving force, and its life (Zohar & Marshall, 2000). Only those who have acquired spiritual intelligence will be able to create values-based visions and achieve them. As we go through the debate, the potential of this will become clearer. Another important aspect of spiritual intelligence is self-awareness, which requires managers to be aware of who they are, their surroundings, and the actions that they and their workers do (Morin, 2011). According to Usman and Danish (2010), there are many advantages to fostering spiritual intelligence among the organization's managers and workers. Spiritual intelligence enables a person (manager or employee) to deal with and handle life-world problems while exhibiting virtues such as humility, compassion, appreciation, and wisdom while pursuing the organization's goals (Malik &Tariq, 2010). They found that spiritual intelligence fosters a strong bond between the company and its employees, and creates feeling of belonging and affection.

Despite the benefits of spiritual intelligence to individuals and organizations, most research studies examining organizational performance appear to have been conducted in foreign environments, and many businesses, particularly those operating in Nigerian work environments, may not have realized the importance of developing spiritual intelligence in their organizations. As a result, the current research was created to investigate the connection between spiritual intelligence components and organizational performance in order to provide suggestions on how spiritual intelligence may be utilized to enhance organizational success.

Statement of the Problem

Spiritual intelligence has been observed as an important factor that improves organizational performance (Darbi, 2012) but reverse is the case in Nigerian work environment. Many companies failed due to a lack of vision/value-driven. Many workers have lost their employment

as a result of the current scenario in many companies, which is characterized by aches from the covid-19 epidemic. The scenario has also resulted in a high degree of stress, demands, and the frantic pace of modern life. Job nature, new technology, individual and single parent households, geographical movement that creates isolation between individuals, and a loss of community have all contributed to an increasing need for companies to seek spiritual intelligence (Zohar, 2005). Furthermore, the established religions seems to be failing many people, leading them to continue to sense the desire for participation and connection to organizations where spiritual intelligence is practiced. Hence, spiritual intelligence has now become a significant problem for employees, particularly those working in organizations where there is lack of development of spiritual intelligence. As a consequence of a lack of spiritual intelligence to search for anchors and ask whether to replace loss of faith and to fill a rising sense of emotiveness, organizations have experienced decreased in performance (Darbi, 2012).

Many companies find it challenging to discuss and offer solutions to these problems with spiritual intelligence. As a consequence, many businesses experience slow development and organizational failure. Furthermore, many companies have failed to build vision/value-driven skills and self-awareness, which has hampered and impeded their performance and goal achievement. The importance of vision in facilitating organization's success cannot be overstated (Kantabutra & Avery, 2010). Furthermore, companies are facing an unparalleled pace of change in the market and technology environment in the modern age, forcing organizations to alter their vision. It becomes important that business organizations should develop spiritual intelligence by becoming more vision/value-driven to achieve the organizations' long-term success (Darbi, 2012). It was by the recognition of these issues that required immediate action to examine the relationship between spiritual intelligence and organizational performance in manufacturing companies in Nigerian to proffer solutions to this problem.

Purpose of the Study
The core aim of the study is to examine the relationship between spiritual intelligence and organizational success. However, based on the statement of the problem, the objectives of the study are to:

1) Ascertain the relationship between vision/value-driven and return on investment.
2) Examine the relationship between vision/value-driven and retention of high employees?
3) Ascertain is the relationship between self-awareness and return on investment?
4) Determine the relationship between self-awareness and retention of high employees?

Research Questions
Based on the objectives of the study, the following research questions were set up to guide the study.

1) What is the relationship between vision/value-driven and return on investment?
2) What is the relationship between vision/value-driven and retention of high employees?
3) What is the relationship between self-awareness and return on investment?
4) What is the relationship between self-awareness and retention of high employees?

Hypotheses

The following statements of null hypotheses were developed and tested in the study

$H0_1$: There is no significant relationship between vision/value-driven and return on investment.

$H0_2$: There is no significant relationship between vision/value-driven and retention of high employees.

$H0_3$: There is no significant relationship between self-awareness and return on investment

$H0_4$: There is no significant relationship between self-awareness and retention of high employees.

Significance of the Study

The idea of spiritual intelligence and organizational success is most important in today's business operations especially in these shocks from covid-19 pandemic that ravaged almost the whole world and economy of countries. The need to pursue spiritual intelligence becomes as necessary as workplace spirituality and may counterbalance the pressures and stress from a turbulent situation like covid-19 pandemic. Hence, managers and employees will see the need to develop spiritual intelligence in order to achieve organizational success. Entrepreneurs will also realize the importance of spiritual intelligence in deriving organizational success in the midst of competitive business environment. This study will assist future researchers in their endeavor as it will serve as a foundation for other studies related to spiritual intelligence and organizational success based on the gap to be found.

REVIEW OF RELATED LITERATURE

Theoretical Framework

The theory of spiritual leadership by Fry (2003) was adopted as it supports the corpus of research on value-based/spiritual leadership models. Vision, value and self-awareness as well creating hope, faith, altruistic love, workplace spirituality, and spiritual survival are all part of the spiritual leadership paradigm (Afsar et al., 2016). Spiritual leadership theory is linked to the formation of a learning organization, bringing people together, and instilling a feeling of belongingness and purpose in the organization (Fry, 2003). A spiritual leader is a person who pursues spiritual survival of organizational members by developing beliefs, attitudes, and behaviors that are critical to oneself and others' internal drive (Raddanipour & Siadat, 2013). Spiritual leaders have a crucial role to play in the success of any organization (Zavvareh & Samangooei, 2013). Followers of spiritual leadership are more ready to share the burden of balancing compassion and knowledge in a more ethical workplace (Zavvareh & Samangooei, 2013).

A high spiritual leader is not inherently religious; rather, they make choices based on vision and values. Over the past decade, many thinkers and academics have recognized distinct spiritual traits and activities. Leaders with high spiritual intelligence according to Hildebrant (2011) are more likely to foster a good corporate culture, improve employee engagement and productivity, and establish higher ethical standards. As spirituality has increased in popularity, and as leaders have become more interested in workplace spirituality, a deeper knowledge of spiritual

intelligence development has become essential. Hence, the purpose of our research was to examine how spiritual intelligence can be aligned with the requirements of workers and the organization to attain organizational success. Investigating the function of spiritual intelligence in the pursuit of organizational success may help organizations in developing moral and ethical leaders who can make better decisions and handle issues more holistically and effectively to attain firm's success. Among the most prominent academics, thinkers, and researchers who support the idea of spiritual intelligence are Zohar and Marshall (2000), Vaughan (2002), Emmons (2000), Amram (2007), Hildebrant (2011), Hyson (2013), and Wigglesworth (2012). They argue that spiritual intelligence improves organizational performance.

Conceptual Review

In this study, we developed a conceptual framework on spiritual intelligence and organizational success which will provide better understanding of the concepts. Further, we adopted two dimensions of spiritual intelligence with two measures of organizational success as indicated in figure 1.
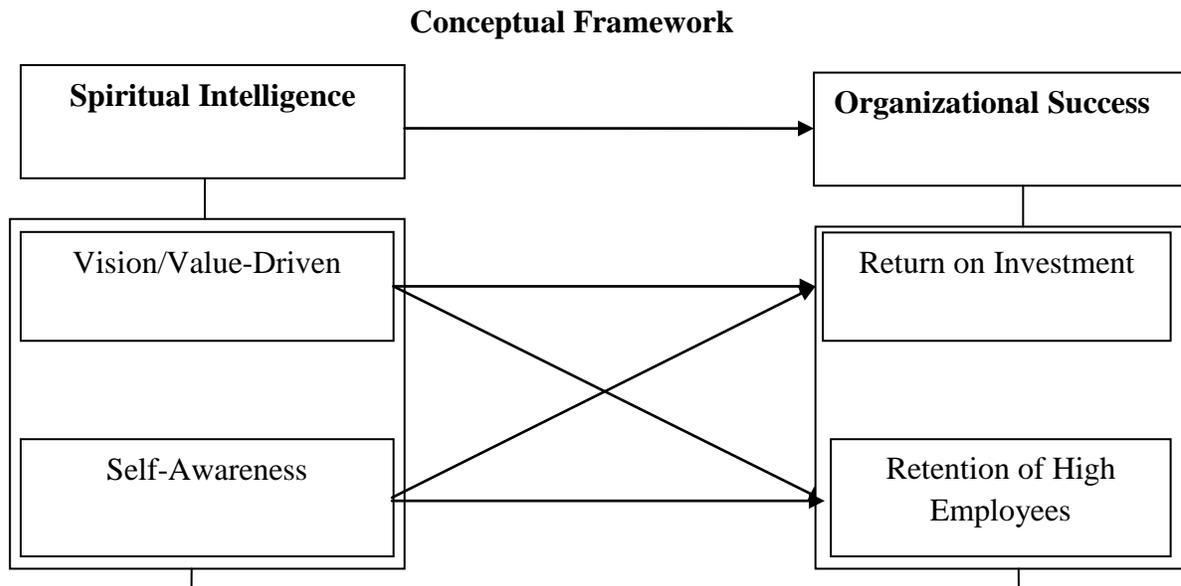
Conceptual Framework

Fig 1. Conceptual framework of spiritual intelligence and organizational success
Source: Dimensions of spiritual intelligence by Zohar (2005). Measures of organizational success adopted from the work of Maltz et al., 2003).

Concept of Spiritual Intelligence

The term "spiritual intelligence" is made up of two words: spiritual and intelligence. The term spiritual comes from the Latin 'spiritus', which means "something which provides life or energy to a system" (Zohar, 1997). In this sense, spiritual intelligence does not imply any particular religious affiliation. It is an integrated set of emotional orientations that work together to generate meaning by linking ideas, events, and people (Dent et al., 2005; Fry, 2003). As a consequence of these linkages, both personal and organizational changes occur. Spiritual intelligence is also defined as the ability to generate meaning by intuitively detecting links between life-world experience and one's inner psyche (Rogers, 2003). Many social scientists,

psychologists, philosophers, thinkers, and educationists feel that intelligence is dependent on the mind, or the capacity to develop one's intellect, and place a premium on mind above spirit.

So, in this aspect we can identify the connection between the terms "spiritual" and "intelligence"? The terms "spiritual" and "intellectual," according to Zohar (1997), are linked. The relationship between spirituality and intellectal is what makes up "spiritual intelligence," that involves a person's well-being and ability to live a full life. The phrase 'Spiritual Intelligence' was created by Zohar (1997) who stated that intelligence makes us entire, and helps us to maintain our integrity. It is the inner self's intellect, the intelligence of the soul. The intellect allows us to ask basic questions and rethink our responses (Zahar & Marshall 1999). According to Zahar and Marshall (2000), spiritual intelligence is the ability to handle and resolve issues of value and worth; the possibility of making our actions and lives in a larger, richer, meaning-giving context; and the right to challenge one course of action or life-path is more meaningful than another. Spiritual intelligence, according to Emmons (1999), is a framework for identifying and coordinating the skills and abilities needed for the practical application of spirituality, and it is shown by individuals that have the capacity for enhanced sublime consciousness (Emmons, 1999).

Spiritual intelligence enables an individual to deal with and overcome life's problems while exhibiting virtues such as humility, compassion, gratitude, and wisdom. As a result, Emmons (1999) defines spiritual intelligence as the cognitive capacity to envisage unfulfilled possibilities and transcend conventional awareness by using fundamental thinking processes with both temporal and existential implications. In their study, Zohar and Marshall (2000) first proposed the idea of spiritual intelligence in the area of organizational management. Spiritual intelligence, they believe, enhances the connection between logical thinking and emotional intelligence and leads to greater psychological consistency by combining intellectual and emotional intelligence. The phrase 'spiritual intelligence' was coined by Zohar (2000) who defined it as the intelligence with which problems related to meaning and value are addressed and managed. It is an intelligence that enables one to arrange and place one's actions and life in a broader, more meaningful framework. Spiritual intelligence is the capacity to discover one's deepest meanings, objectives, and motives (Zohar & Marshall, 2000).

Mousavi et al. (2012) noted it involves the ability to apply and develop spiritual principles to enhance everyday functioning and as well improves physical and mental health. In the organization, it allows entrepreneurs to have a more comprehensive view and therefore connect their corporate and personal lives with the spiritual realm so that they can think of new innovations right on their sleeping bed. Spiritual intelligence is essential at both at personal and organizational level, and through impressing people's consciences, it creates a feeling of responsibility for life's daily activities (Zohar & Marshall, 2005).

Vaughan (2002) also observed that spirituality occurs in one's intellect and heart. Spirituality may be conscious or unconscious, developed or undeveloped, healthy or pathological, pure or chaotic, beneficial or detrimental (Vaughan, 2002). Spirituality, according to Wigglesworth (2012), is "the meaning and meta-personal characteristics that human attaches to anything endowed with spirituality. in the same vein, spiritual intelligence, Usman and Danish (2010) claim that it creates a strong feeling of belonging to the company and among its employees, as

well as a sense of closeness and affection. Scholars have suggested and verified the number of dimensions or components in establishing the notion of spiritual intelligence in literature, however, we selected two key aspects: vision/value-driven and self-awareness. These two variables seem to be more essential for managers because, as a leader, a manager must first establish a vision that incorporates values and convey it to the organization's members so that the organization may progress toward attaining the goal set. Hence, these two dimensions are examined one at a time.

Vision/Value-Driven

Vision is the ability to recognize that which motivates us, and further includes more than just business or development. A vision is something we strive for; something we aspire to; something that serves as the glue that holds our organization together; the driving force that keeps it alive; acting on principles and basic beliefs and living accordingly. According to Zohar and Marshall (2000), when we are moved by a vision, our innermost values come into play, and we develop sense of long-term commitment to our business. Leaders who can communicate vision seem to be in short supply in today's society (Zohar, 2005). Vision helps leaders to looks for solutions to larger, more challenging issues. Vision serves as a leading factor that checks when an organization fails to live up to its proclaimed principles. It helps in making professional decisions based on a desire to accomplish something meaningful. It prepares us ready to battle for moral reasons (Zohar, 2005). In short, success of organizations depends on vision (Kantabutra & Avery, 2010); although, companies are facing an unparalleled pace of change in the market and technology in the modern age, forcing them to alter their vision (Darbi 2012).

Vision also create employee satisfaction and it is critical for an organization's long-term success A happy employee leads to satisfied consumers, and satisfied customers are the foundation of the organization's exceptional success (Kantabutra & Avery, 2007). To improve the organization's performance, managers must convey the vision to subordinates; this, in turn, inspires and empowers workers to make decisions independently on everyday tasks. In fact, the customer is the primary reason for which the business is in operation, and front-line employees are responsible for satisfying them. Aligning front-line employees with organizational vision is critical, which can only be accomplished by effectively communicating the vision, and will eventually satisfy them to serve the customer with good services. An organization's vision is the source and a necessary medium for distinguishing the organizational and personnel identities. This is the competitive edge for companies in today's advanced and dynamic world (Kantabutra & 2003). An effective organizational vision is one that gives the organization direction by including all workers as a driving force with long-term orientation, inspiration, and a desired future state. Thus, the importance of vision in achieving organizational success cannot be overemphasized.

Value-Driven: Values are lasting ideas that affect the decisions we make among accessible methods or goals (Kenneth, 2003). enabling them to choose from a range of options Members of an organization are considered to have a strong value system when they share core values linked to appropriate behaviour (Weiner, 1988), and, more significantly, when they share the proclaimed values of organizational leaders (Deal & Kennedy, 1982). Although ideals endure, they are not necessarily constant (Meglino & Ravlin, 1998). First, the ideals that people and organizations profess may not be the same as what they practice. Individuals inside companies

may be faced with mutually exclusive ideals, even if stated and implemented principles are consistent (Freeman & Liedtka, 1991). Individuals may have values that are incompatible with one another, either in terms of source or content. Because top managers and leaders believed in the vision and purpose, the leadership vision was strong. The leadership vision was more compelling than a statement on a wall because employees experienced it in every daily activity.

Self-Awareness

The most important skill linked with workplace spiritual intelligence is self-awareness. Yeung (2009) stated that the first step toward spiritual intelligence is to become self-aware. Spiritual intelligence is a relatively new concept that was popularized and introduced to the business world by Goleman (1998), who claims that it may be more useful for managing corporate affairs than our cognitive concepts. Self-awareness comprises of emotional skills that allow us to be more productive and create excellent working connections. Self awareness is the capacity to notice one's own emotions and the consequences of those feelings. According to studies, those that are conscious of their emotions become more productive at work. They are aware and comprehend their moods, feelings, and needs, as well as the impact of their actions on others. People who have a high level of confidence about their sentiments are better at managing their lives and can channel their good emotions into completing objectives. Emotional self-awareness, accurate self-awareness, and self-confidence are examples of self-awareness skills.

Knowing what you believe in and value, as well as what truly drives you, is part of self-awareness. People who accept full responsibility for their life feel pleasure and have more influence over their situations. They can make decisions because they realize that they are in charge of their actions. The capacity to live one's life while fully conscious of one's obligations is known as self-awareness (Zohar, 2005). The better someone analyzes the implications of his decisions in advance and acts appropriately, the more aware he is of his duties, whether consciously or subconsciously. When one thinks on the experience of seeing and processing stimuli, one becomes self-aware. Self-awareness is a multifaceted phenomenon that includes a variety of self-domains and corollaries (Morin, 2011).

Self-awareness is not about discovering a terrible truth about oneself; it about knows who you are, why you do what you do, how you do it, and how it affects others. Self-awareness is linked to emotional intelligence and success because it allows you to consider your strengths, weaknesses, and what drives you when setting goals; it also allows you to guide yourself down the right path by pursuing opportunities that are the best fit for your skill set, preferences, and tendencies. It helps us recognize circumstances and individuals that set off our triggers, as well as anticipate our own responses. It enables us to make good behavioral changes that may lead to increased personal and interpersonal success. Therefore, viewing self-awareness from this aspect implies that it is one the most needed factor in attaining organizational success.

Organizational Success

What does it mean to be successful as an organization? What can executives do to ensure long-term success? These are questions that need answers in considering what is entailed an organizational success. In recent years, there has been a lot of discussion in the literature regarding industry's short-term goal. The financial markets seem to be more challenging and often operates at the cost of long-term planning (Maltz et al., 2003). Running a successful

organization that operates with honesty and integrity, contributes meaningfully to the communities it serves, and fosters high-quality, balanced lifestyles for its workers and it is defined as success organization. Understanding why one organization is successful while another is not may seem perplexing or random at first sight. In reality, although it's impossible to pinpoint exactly what makes an organization successful as many of the most successful businesses have a number of characteristics. Even though they provide diverse goods and services, have various management styles, and have distinct corporate cultures. Successful companies have certain basic characteristics (Maltz et al., 2003).

There are a variety of indicators that show that an organization has succeeded. It may be factual, such as a figure that indicates cash flow or how successful the organization has grown, or it can be subjective, such as a position as a market leader (Amit et al. (2000). It may be objective, such as a personal success or a sense of security and accomplishment. The most simple method to measure organizational success, according to Amit et al. (2000), is to consider tangible factors such as revenue or an organization's growth, personal wealth creation, profitability, sustainability, and turnover (Amit et al. 2000; Forsaith & Hall, 2000).

Organizational research has mostly concentrated on firm-level definitions of success and the human characteristics that help predict them, but it has largely avoided looking into what success means to organizations and entrepreneurs. When studying individual entrepreneur success, the strategy has been to establish common success factors and assess the significance of these qualities to the entrepreneur. Criteria-based methods, on the other hand, ignore the potential that entrepreneurs may assign diverse interpretations to similar success criteria, which may affect how they grow their businesses. We use a phenomenographic method to decipher what success means to entrepreneurs in this study.

From the perspective of an entrepreneur, research on organizational performance shows that managers and entrepreneurs differ not only in the emphasis they put on various success factors, but also in how they interpret these criteria. Despite the very personalized character of entrepreneurship, much previous research has concentrated on firm-level conceptualizations of organizational success, such as sales growth, staff expansion, or profit growth (Achtenhagen et al., 2010). There is a scarcity of research on what success means to business owners and managers (Fisher et al., 2014; Reijonen & Komppula, 2007; Wach et al., 2016). Thus, whatever be the measures of organizational success, we concentrated on return on investment and retention of high employees as we perceived that these are the major success indicators needed by the business to continue operations.

Return on Investment
Investments are a way to ensure the medium and long-term growth of a business. Throughout history, numerous writers have defined the word "investment." A project's success depends on its ability to meet its goals. The goals, activities, and methods to accomplish the objectives, as well as performance and how to combine and utilize resources, are all defined in an investment program that has a long-term financial impact (ZAmfIr et al., 2016). An investment may have a variety of goals, including increased profit, increased customer happiness, and increased stock market value, among others. Profits generated on the asset utilized play a significant part in evaluating management success. We can assess the degree to which profits provide a sufficient

return on invested capital by comparing profit with assets. Return on Investment (ROI) is one of the most often used metrics for calculating return on invested capital (ROI).

The term "return on investment" (ROI) refers to how well an investment performs. The ultimate aim of a business is represented in return on investment (ROI) for its shareholders (ZAmfIr et al., 2003). The return on investment (ROI) is a metric that indicates how much profit an organization makes from its investment. It indicates how much of the money spent on a certain activity pays off in terms of profit or loss. As a consequence, it provides for the evaluation of an investment's efficiency, or, in other words, ROI allows for the comparison of a result to the methods employed to achieve it (ZAmfIr et al., 2003). The return on investment (ROI) is measured as the ratio of operational profit to total investment (or the total investment costs). The obtained relationship is multiplied by 100 since it represents a percentage (ZAmfIr et al., 2003).

ROI has a positive or negative value. An unproductive project has a negative ROI. When two investment projects have the same risk but differing ROIs, the one with the greater ROI is favored. If two investment projects have a positive return on investment (ROI) of approximately the same value, the one with the lowest risk will be chosen (Diaconu et al., 2003). The greater the return on investment, the better the investment condition. As a result, the goal of the organization's management is to guarantee that this indicator is maximized over an extended length of time, resulting in increased enterprise and shareholder compensation (Diaconu et al., 2003) and organizational success.

Retention of High Employees

High staff turnover is problematic for both companies and their customers (Huang et al., 2006). Employees that leave the organization carry a lot of acquired knowledge with them (Mitchell et al., 2001). Furthermore, it is anticipated that replacing an employee would cost twice as much as the individual's yearly pay (Mitchell et al., 2001). Furthermore, bringing new recruits up to the required level of performance requires a significant commitment of time, money, and other resources (Mitchell et al., 2001). An in-depth examination of staff turnover costs assists managers in understanding the scope and drivers of this management issues, as well as assessing the consequences for organizational performance. Hence, organizations all around the globe are increasingly recognizing the value of keeping their best employees.

High employee retention is obviously a top goal in terms of a organization's human resource management strategy. Retaining and developing highly competent (or valued) workers is frequently a top priority in terms of an organization's human resource management (Dibble 1999). Some businesses have put in place strategic plans to prepare for the impending global competition for the best workers, including future workforce. Dibble (1999) was foresighted in his suggestion when stated that 'if you believe it's difficult to keep your workers today, know that it will be much more difficult in the future'. As a result, such businesses may concentrate not just on current high performers, but also on individuals who have the potential to become high performers in the future. High workers or employees are individuals who have been identified by senior management as having the potential to serve in an executive capacity within the business (Dries & Pepermans 2008; Pepermans et al., 2003). According to the literature on high-performing workers, these individuals possess a number of qualities, including intellect,

teamwork, and leadership. Incorporating these qualities into daily operations by workers enable them not just to achieve their individual objectives but that of organization as whole.

Empirical Review

Self-awareness is the process of reflecting on and correctly evaluating one's own conduct and abilities in the context of professional relationships. Self-awareness is defined by Higgs (2002) as "knowledge of our own emotions and the capacity to identify and control them." Ineffective leadership, according to Boyatzis and McKee (2005), stems from a lack of self-awareness rather than a general lack of competence. They argue that leaders with poor self-awareness are less likely to use emotional abilities to deal with complicated circumstances (Boyatzis & McKee, 2005). Spiritual intelligence has a beneficial effect on employee satisfaction in a variety of ways, according to Isfahani and Nobakht (2013). The organization's success is guaranteed when spiritual intelligence is present. According to Danquah (2014), intelligence improves organizational financial performance when cultural and demographic factors are controlled. Those who have a high level of spiritual intelligence are better able to handle stress (Ahmadian et al., 2013). Employee spiritual intelligence has a positive impact on the company's health.

According to Isfahani and Nobakht, spiritual intelligence has a positive impact on employee satisfaction in a variety of ways. Spirituality is important for Muslim microfinance institutions' success, and it also has an influence on corporate performance (Tsafe and Rahman, 2013). Spiritual employees are more productive because they are happier and more committed to their jobs (Geigle, 2012). The presence of spiritual intelligence in an organization ensures its success.

As per Lynton and Thogersen, spiritual intelligence is used by leaders to achieve exceptional results in their organizations (2009). Rostami et al. (2014) investigated whether workplace spirituality has a positive impact on teaching performance. Spirituality, work dedication, and job performance are all linked in a positive way. Spiritual intelligence has a big influence on how people act and perform (Khoshtinat, 2012). There is a link between spiritual intelligence and employee work happiness (Kaur (2013). As a result, we argue that organizational success and spiritual intelligence are closely intertwined.

Spiritual Intelligence and Organizational Success

Organizational performance is influenced by spiritual intelligence (Ayranci, 2011). According to Danquah (2014), intelligence improves organizational financial performance when cultural and demographic variables are managed. For non-financial performance like; stress, is better handled by those who have a high level of spiritual intelligence (Ahmadian et al., 2013). Employee spiritual intelligence has a positive impact on the health of the organization (Bavarsad et al., 2014), and a consistent and strong vision is the key to a successful and long-lasting firm's success. A vision that captured the markets and technology rapid and enormous changes lead to successful business operations, while, unstable vision reflects a lack of commitment and honesty from management, as well as a lack of organizational vision.

The successful vision shows the basic concept of an organization's future state and does not alter substantially over time, and a vision that changes over time has a detrimental effect on the organization's performance. Thus, frequent changes in vision are a waste of resources and employee efforts, resulting in confusion among workers. Future plans and initiatives that are

anticipated to be implemented soon cause concern. Furthermore, spirituality in the workplace implies that workers are bound by the organization's values and regulations. Therefore, spiritual intelligence becomes the element of life that contributes to personal and organizational success. It also brings prosperity and serenity into people's lives, which has a beneficial impact on their health (Motaghedi & Amraie, 2014).

Method

A cross-sectional survey was used to perform this correlation research. Managers and employees from 31 registered and operational manufacturing firms in Port Harcourt were used as research units, and the micro-level of analysis was used. Using Taro Yamen's method, a sample size of 212 workers was calculated (Baridam, 2001). The equipment was cleaned and 208 copies were utilized for the study. A basic random sample method was used to pick the respondents.

Measures: The dimensions of spiritual intelligence were Vision/value-driven and self-awareness. These dimensions were assessed using four items modified from Hildebrandt (2011)'s spiritual intelligence scale. The variables were measured on a Likert 4-point scale ranging from strongly agree to strongly disagree. A score 4 was assigned to strongly agree; 3 to agree, 2 to disagree and 1 to strongly disagree. Organizational success is the dependent variable. Based on a previous research by Hildebrandt (2011), two measures of organizational success were taken from the organizational success indicators: these include; return on investment and high staff retention. For all variables, a six-item scale based on a four-point Likert type scale (ranging from 4-strongly agree to 1-strongly disagree) was modified for return on investment and retention of high employees. The following Cronbach's alpha coefficients results were obtained after the test: Vision/value-driven (0.86), self-awareness (0.88), return on investment (0.78), and retention of high employees (0.86) (0.79). The research scale's reliability levels are adequate, according to Nunnaly (1978) model, which suggests a benchmark of 0.70 as a reliable value of the instrument.

The data collected were processed and analyzed using univariate analysis and bivariate analysis. The univariate analysis was done to ascertain the mean and standard deviation and the result for acceptance is based on the mean criterion of 2.5. While, the bivariate analysis was performed to ascertain the relationship between each pair of the study variables.

Univariate Analysis of Study Variables

To analyze the research questions, descriptive statistics were applied such as the Mean score and standard deviations. The Likert's five point scale was used and the benchmark for acceptance of mean score for the items was 2.5 and above. The criterion mean was based on the Likert's 4-point scale given as; $\dfrac{1+2+3+4}{4} = \dfrac{10}{4} = 2.5$.

The requirement is that the mean score must not fall below 2.5. Any mean score that falls below 2.5 was rejected. Table 1 displayed the univariate analysis of the items and their mean score and standard deviation were presented alongside them on tables.

Table 1: Analysis of mean and standard deviation of Items for the study variables.

Item Statistics

	Mean	Std. Deviation	N
Vision/value-driven	3.0625	1.12544	208
Self-awareness	3.0769	1.33110	208
Return on investment	3.2308	1.33138	208
Retention of high employees	2.9183	1.06233	208

Source: SPSS Analysis Output (2021)

From the above results, it is obvious that all items fall above 2.5 criterions mean. Hence, the study accepted the response rates that the organizations really need to develop spiritual intelligence to achieve organizational success.

Bivariate Analysis (Test of Hypotheses)

The bivariate analysis centered on testing the null hypotheses on the relationship between spiritual intelligence and measures of organizational success. The decision depends on the level of correlation result obtained either to reject or accept the null hypotheses. The level of significance is given at 0.05. In this regard; when the probability value (p-value) is less than 0.05 level of significance the study rejected the null hypothesis. However, when the probability value (p-value) is higher than 0.05 level of significance the study accepted the null hypothesis.

Test of Hypothesis (1)

H_{01}: There is no significant relationship between vision/value-driven and Return on 1nvestment

Table 2: Correlation relationship between vision/value-driven and Return on 1nvestment

Correlations

			Vision/value-driven	Return on 1nvestment
Kendall's tau_b	Vision/ value-driven	Correlation Coefficient	1.000	.777[**]
		Sig. (2-tailed)	.	.000
		N	208	208
	Return on investment	Correlation Coefficient	.797[**]	1.000
		Sig. (2-tailed)	.000	.
		N	208	208

**. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output (2021).

As indicated in table 2, the result revealed that vision/value-driven correlated with Return on investment at 0.777 on two tailed test. The p-value is less than 0.05 level of significance; p(0.000) < 0.05. Thus, we rejected the null hypothesis.

Test of Hypotheses (2)

H_{02}: There is no significant relationship between vision/value-driven and retention of high employees.

Table 3: Correlation relationship between vision/value-driven and retention of high Employees

Correlations

			Vision/ value-driven	Retention of high Employees
Kendall's tau_b	Vision/ value-driven	Correlation Coefficient	1.000	.891[**]
		Sig. (2-tailed)	.	.000
		N	208	208
	Retention of high Employees	Correlation Coefficient	.891[**]	1.000
		Sig. (2-tailed)	.000	.
		N	208	208

**. Correlation is significant at the 0.05 level (2-tailed).
Source: SPSS Analysis Output (2021)

The result in table 3 revealed that vision/value-driven correlated with retention of high employees at 0.891 on two tailed test. The p-value is less than 0.05 level of significance; $p(0.000) < 0.05$. Thus, we rejected the null hypothesis.

Test of Hypotheses (3)

H_{03}: There is no significant relationship between self-awareness and return on investment.

Table 4: Correlation relationship between Self-awareness return on investment.

Correlations

			Self-awareness	Return on investment
Kendall's tau_b	Self-awareness	Correlation Coefficient	1.000	.837[**]
		Sig. (2-tailed)	.	.000
		N	208	208
	Return on investment	Correlation Coefficient	.637[**]	1.000
		Sig. (2-tailed)	.000	.
		N	208	208

**. Correlation is significant at the 0.05 level (2-tailed).
Source: SPSS Analysis Output (2021)

From the analysis on self-awareness and return on investment, the result in table 4 shows that self-awareness correlate with return on investment at 0.837 on two tailed test. The p-value is less than 0.05 level of significance: $p(0.000) < 0.05$. This shows a weak positive relationship. Thus, the null hypothesis was rejected.

Test of Hypotheses (4)

H_{04}: There is no significant relationship between self-awareness and retention of high employees.

Table 5: Correlation relationship between self-awareness and retention of high Employees.

Correlations

			Self-awareness	Retention of high employees
Kendall's tau_b	Self-awareness	Correlation Coefficient	1.000	.687[**]
		Sig. (2-tailed)	.	.000
		N	208	208
	Retention of high employees	Correlation Coefficient	.687[**]	1.000
		Sig. (2-tailed)	.000	.
		N	208	208

**. Correlation is significant at the 0.05 level (2-tailed).
Source: SPSS Analysis Output (2021)

The result on table 5 presented the relationship between self-awareness and retention of high employees. The correlation occurred at 0.687, when the p-value is less than 0.05 level of significance: $p(0.000) < 0.05$. Therefore, the null hypothesis was rejected.

Discussion of Findings
The purpose of the study was to examine the relationship between spiritual intelligence and organizational success. Analysis was based on the data collected from 208 managers and employees working in manufacturing sector. The study finds that spiritual intelligence significantly related to organizational success. Specially, vision/value-driven relate to return on investment and retention of high employees. At the same time, self-awareness is significantly related to return of investment and retention of high employees. These indicated that Organizational success is related to spiritual intelligence.

Vision/value-Driven and Return on Investment.

The result of our first hypothesis tested reveals a strong link between vision/value-driven and ROI. Bartkus, Glassman, and McAfee (2006), Ireland, and Hitt (2007) all corroborate this conclusion (2013). According to Kantabutra and Avery (2010), as well as Bartkus et al. (2006), vision has the ability to influence the performance of an organization. Organizations do this, according to Ireland and Hitt (2013), by analyzing previous changes. As a result, it is almost likely that a global economy will emerge soon, and that its emergence will have an effect on current leadership practices. When confronted with the difficulties of the global economy, effective strategic leadership seems to be one of the most important methods for an organization to attain exceptional or even acceptable results. As a result, researchers believe that management should develop a strategic purpose and vision statement that will change the institution's destiny. First and foremost, the managers' goal is to guarantee that this indicator is maximized for a long time, thus boosting the organization's and shareholders' compensation. As a consequence, certain decisions aimed at lowering ROI may help the organization's financial situation, while others aimed at increasing ROI can lead to ineffective activity (Ayranci, 2011).

In today's competitive climate, any organization without a proactive strategy will be doomed. Management needs extremely precise purpose and vision statements that represent their leaders' ambitions in order to achieve the regulators' objectives and aims. According to Kantabutra and

Avery (2010), vision is an inspirational vision of the future that everyone in the organization can believe in and that is not easily achievable but promises a better future than what is now available. The fact that a good vision promotes organizational development will make sense to the people of the organization and will broaden their horizons in terms of possibilities while staying realistic. According to Stid and Bradach (2009), a clear vision determines critical functions such as improving decision-making by allowing people to determine what is important or trivial, appealing to followers on basic needs, linking and rationalizing ways of doing things, proving meaning to work, and establishing a standard of excellence. Cassar (2010) also states that, it is important to highlight that an organization's vision should represent the ideals and ambitions that are meant to captivate the hearts and minds of workers, as well as stakeholders. As a result, it is the responsibility of strategic leadership to ensure that the organization's vision and values are successfully conveyed and adopted by all members of the organization.

According to Leornard and Huang (2014), a well-defined vision may bring internal stakeholders together and excite them, while also improving external stakeholders' views, expectations, and potential actions. Data on organizational performance that is related to the stated objectives should provide tangible proof of a mission statement's effectiveness. Little can be learned about the mission statement's effectiveness unless a meaningful connection can be established between the institution's executed programs and activities. The mission and vision of an organization, according to Leonard and Huang (2014), aligns people's activities across the board. A real vision is extremely active, and it is understood and followed by everyone in the organization. It's also brimming with enthusiasm and zeal, and individuals are pleased to discuss their organization's vision and values. As a consequence, a favorable result is obtained when vision and values are communicated and share within the organization.

Vision/Value Driven and Retention of High Employees
Ingenhoff and Fuhrer (2010) investigated whether the contents of vision and mission statements are compatible with the organization's market position; they discovered that a very short vision statement that accurately defined the organizational vision and mission in one minute had a good market position. Ingenhoff and Fuhrer (2010) discovered that the contents of vision and values are consistent with the notion of an organization's position in a particular market. The present research also supports the idea that an organization's excellent position is attributable to successful vision characteristics, and that an organization's strong position inspires workers to remain with it for a long time. Similarly, Slack et al. (2010) investigated the relationship between employee understanding of organizational vision and organizational satisfaction. Slack et al. (2010) found that the greater the employee understanding of organizational vision, the greater the organizational employee satisfaction, and the increase in co-workers commitment to vision, the higher the organizational employee satisfaction.

Self-Awareness and Return on Investment
In the Nigerian banking sector, Okpara and Agwu (2015) looked at the link between self-awareness and organizational effectiveness. The research was a survey, with 210 bank managers from Nigeria's South-South region serving as the sample. Data was mostly gathered in cities through interviews and questionnaires, which were determined to be trustworthy with Cronbach Alpha values of 0.7 and higher. With the use of a statistical package for social science, four hypotheses were formed and evaluated using the spearman rank correlation coefficient. Self

awareness was favorably linked to net profit and return on investment. However there is no substantial connection between self awareness and market share, according to the findings of our study at the. 05 level of significance. Our conclusions were backed up by their interview results. Self-awareness has a favorable impact on net profit and return on investment, according to the findings. This implies that the key to understanding one's own talents and limitations has been discovered to be self-awareness. Boyatizis (1982) found that accurate self-assessment was the hallmark of excellent performance among several hundred managers from twelve different companies. Individuals who have accurate self-awareness competencies are aware of their skills and limits, seek feedback and learn from their errors, and are aware of where they need to develop and when to collaborate with those who have complimentary qualities.

Self-awareness and Retention of High Employees
Spiritual intelligence, according to Attri (2012), may improve both business and personnel productivity. Spiritual intelligence, according to Motakallem (2014), may help workers perform better and therefore, be retained. Rostami et al. (2014) discovered that men's spiritual intelligence is superior to women's in their research. Self-aware managers can quickly identify their emotions and how they affect their subordinates. In this manner, they are able to avoid unpleasant emotions while focusing on good emotions to increase their subordinates' respect and retention. They may successfully utilize their perceptions to quickly comprehend their subordinates and know how to provide the finest service to them. They are conscious of their talents and shortcomings and are ready to learn from their errors by using what they have learned in the past. They are self-assured and can make sound choices under duress. They believe in themselves and are capable of taking on new tasks and mastering new skills. They are continuously adding to the bottom line of their businesses thanks to their skills. Thus, we assert that developing self awareness will facilitate return on investment, ensures retention of high employees and ultimately lead to organizational success.

Conclusion
The study investigated the relationship between spiritual intelligence and organizational success. The result indicated that spiritual intelligence affected organizational success in manufacturing firms in Nigeria through lack of development of vision/value-driven system. These have in turn affected the return on investment and retention of high employees. This is due to the fact that job demands have made the workplace dominant in many people's lives, and made them continue to question the meaning of work. Failure of many individuals to integrate their personal life values with their profession life are issues surrounded by spiritual intelligence which many organizations find it difficult to address and to provide solution to it, and as a result, many organizations suffer low growth and organizational failures. Management failed to develop vision/value-driven, skills and self-awareness that hinder and encroach on their performance and goal accomplishment which eventually affected the success of many businesses in Nigeria.

Recommendations
Based on the results and conclusions, this study recommends that spiritual intelligence should be cultivated because of its obvious significance.

1) Management should pay attention on improving employees' spiritual intelligence; as it will increase the return on investment and retention of high employees in the organization.

2) Management should develop vision/value-driven skills in order to improve return on investment.

3) Management should focus on vision/value-driven system that will improve retention of high employees in order to achieve the organizational success.

4) Leaders in the organizations should develop self-awareness that will facilitate the attainment of return on investment.

5) Management should ensure that self-awareness development is aligned with goal of retaining high employees in order to achieve the organizational success.

Contributions to Knowledge

Our study made a significant contribution to existing research on spiritual intelligence and organizational success in literature by adopting two dimensions of spiritual intelligence and two measures of organizational success which is scarce within Nigerian context. Our conceptual framework provides room for further arguments on the relationship between spiritual intelligence and organizational success which might serve as a gap in our study. We endeavout to explain in detail, of how spiritual intelligence components can bring about organizational success which broaden the knowledge on the concepts within Nigeria and beyond.

Implications of the Study

The implications of these results are that when managers develop self-awareness skills, the organization is more likely to obtain return on investment and retain high-performing workers. We found in our literature review that when managers are vision/value-driven, with accurate self-awareness, their responses also imply that the organization will achieve return on investments within the given time frame. As a result, spiritual intelligence is beneficial for effective and efficient performance, and it will assist managers in achieving return on investments and retaining high-performing people in their companies.

Further Research

To improve generality of how spiritual intelligence impacts organizational performance, further study would be done using a larger sample size. More research on the effect of spiritual intelligence on organizational development should be performed in the telecommunications sector to further this subject. The variables that regulate or mediate the connection between spiritual intelligence and organizational performance should be investigated in the future.

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