

Spirituality: An Antecedent for Emotional intelligence, Employee Satisfaction, Commitment and Performance

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Abstract

The purpose of this study was to ascertain the independent variable, spirituality's, effect on emotional intelligence, job satisfaction, and employee commitment and performance. Teachers' data were gathered, and a questionnaire was issued to 500 responders, of whom 389 (77.8%) were found to be operational. By merging scales from prior empirical studies, a standard instrument was constructed. The results of the CFA were utilized to validate the structural model framework and study hypotheses. The concepts of spirituality, emotional intelligence, and professional fulfilment are all inextricably linked. Satisfaction with one's employment has a direct and beneficial effect on performance. Additional research has established a connection between dedication and performance. This exemplifies the inextricable connection between employee commitment and performance. Spirituality, the researchers discovered, is not just advantageous to the community or society as a whole; it may also act as a catalyst for organizational success.

Keywords-: Spirituality, emotional intelligence, job satisfaction, employee commitment and employee performance

1. INTRODUCTION

Vagaries in modern industries are compelling obligatory alterations in management philosophies and viewpoints, which was an

aftermath of incomparable and instantaneous modifications sweeping across the globe. Management theorists have suggested that such organizational

amendments happening because of the modifications in the external environment which can be managed internally. Spirituality improves individual and organizational focus (Giacalone and Jurkiewicz, 2003a, 2003b). The literature related to spirituality is scarce, even though, the subject is studied enormously, (Rocha and Pinheiro, 2020; Karakas, 2010). The conceptual nature of the available literature does not satisfy the ability to handle the complexity of the discipline. Pawar, (2017); Molloy and Foust, (2016) and Brown, (2003) observed that, in the workplace context, the arena is still in the preliminary stage of growth. Karakas, (2010) and Pawar, (2017), highlighted that the literature lacks knowledge. Literature discloses that spirituality influence morale (Leigh, 1997). Krishnakumar (2002) explains that spirituality increases uprightness and faith, which enable the employees to perform the job in a better way. Milliman, (1999) discourses that spirituality provides positivity to teams, enhances their degree of devotion, and crafts superior outcomes. Giacalone (2003) projected that spirituality, job satisfaction and commitment are critical factors for future organisational life.

Organizations value commitment and performance, the most, in order to retain leadership in the market.

Contemporary organizations keep people who can sweat for the advantage of the organization in addition to their

duties and responsibilities. This necessitates companies to detect the issues and forces that can absolutely impact commitment and performance among employees. Previous investigates have substantiated various factors and forces which can positively influence employee commitment and performance and established that job satisfaction is one of the factors. Copious studies have been carried out to institute association between the concepts like spirituality and job satisfaction (Gupta 2013), employee satisfaction and employee commitment, (Gartner 1999), job satisfaction and employee performance (Schwab 1970), employee commitment and employee performance (Ali 2010). Numerous explorations have emphasized the contribution of spirituality. Spirituality increased creativity (Freshman, 1999), improved goodness (Wanger, 1999), evolved people (Burak, 1999), inserting commitment among personnel (Delbecq, 1999). Better commitment, enhanced performance, intensified profitability and deepened organizational effectiveness are the direct or the indirect result of all these factors.

No studies have taken place till to date to institute the connexion between all these constructs namely spirituality, emotional intelligence, satisfaction, commitment and performance of employees. This necessitates the obligation of conducting research to decrypt the associations among the various components and their

relative implication in resulting overall employee performance. Under this scenario, the purpose of the study is to reconnoitre the sway of spirituality on emotional intelligence, employee satisfaction, and employee commitment and employee performance.

1.1 Literature Review and Hypotheses Formulation

1.1.1 Spirituality and Emotional Intelligence

The term spirituality exists since the abstraction of humans. Spirituality is a major organizational issue for investigation across the world (Giacalone and Jurkiewicz, 2003a, 2003b; Nosheen et al., 2020). Spirituality supports emotions like selfless love, fretfulness, benevolence, meaning, conception, inner satisfaction and gratification (Chopra, 2002). McCormick (1994) defines spirituality as “one’s behaviour being substantiated through an internal experience an individual has.” Dehler (1994) points out that spirituality inspires others based on inner origins of a person. McLaughlin (2009) discoursed that spirituality at business enhances human values like sincerity, reliability and determination. Neck (1994) sketched that spirituality enables an individual to identify various steps to find significance and tenacity of life. Spirituality involves an exhaustive devotion to standard norms (Marschke,

2008). Mitroff (1999) highlighted that spirituality supports to initiate a sturdy association to co-workers and fellow mates. Spirituality impacts positively to participation at job and fulfilment at the occupation (Kolodinsky, 2008). Saks, (2006) in the same way opined that job satisfaction is an outcome of spirituality. (Mitroff, 1999) identified a favourable association between spirituality and job satisfaction. Lazar, (2010) also echoed a straight affiliation between spirituality and job satisfaction. Another observation is that spirituality transforms institutions into evocative and survivable entity (Jurkiewicz and Giacalone, 2016; Kolodinsky and Ritchie, 2016; Acharya and Mishra, 2016). Ayranci (2010) establish some associations were existent among the factors of spiritual and emotional intelligences. Riaz and Akram (2012) established a positive relationship between emotional intelligence and spiritual wellness. Kulshrestha and Singhal (2017) conducted research and established that spirituality can help organizations perform more effectively. Sudarsh et al. (2018) examined the impact of spiritual intelligence and emotional intelligence on employee productivity and discovered a significant and optimistic outcome. Masitoh and Sudarma (2019) established that an affirmative relationship exists among spiritual intelligence, emotional intelligence, job satisfaction and performance of the employees. Haryono et al.

(2018) established an association amid spirituality and emotional intelligence in temporary nurses. Sabanciogullari et al. (2020) also discovered that the relationship between spirituality and emotional intelligence is statistically significant.

Hypothesis One: There is a significant positive relationship between spirituality and emotional intelligence

1.1.2 Emotional Intelligence and Job Satisfaction

Emotional intelligence is the capacity to observe feelings and sentiments of self and others (Salovey & Mayer 1989). Individuals who are emotionally intelligent demonstrate self-control. Individuals who possess a high level of emotional intelligence demonstrate pro-social behavior (Goleman 1995). Individuals with a higher thought process will not be swayed by adversity. They are easily empathic toward others and can instill hope in a hopeless situation (Goleman 1998). Goleman (1998) argues that superior performers possess a higher level of emotional intelligence. Employees who are emotionally intelligent have a significant impact on workplace productivity (Lawet al.,2004; Jacques,2009). Additionally, Kim et al. (2009) asserted that emotionally intelligent individuals increase their productivity. Researchers have discovered contradictory findings regarding job satisfaction and emotional

intelligence. Kafetsios & Loumakou,(2003) voiced that emotional intelligence and job satisfaction have a weak relationship. Carmeli, 2003 (2007) also echoed the same opinion. Vacola, Tsaousis, and Nikolaou (2003) discovered that emotional intelligence and job satisfaction have a moderate association. According to Sy et al. (2006), job satisfaction and emotional intelligence are absolutely associated. Cobb (2004); Mousavi (2012) stated that these two variables are inextricably linked. Ealias and George (2012) examined the relationship between job satisfaction and emotional intelligence among employees of an international electronic company based in India and discovered that both constructs are highly correlated. Ouyang et al. (2015) conducted a study among employees of a large-scale information technology company in China and concluded that job satisfaction can significantly be influenced by emotional intelligence. Additionally, Vratskikh et al. (2016) establish a link between emotional intelligence and job satisfaction. The study indicated that job satisfaction can be influenced by emotional intelligence.

Hypothesis Two: There is a significant positive relationship between emotional intelligence and job satisfaction

1.1.3 Job Satisfaction and Employee Commitment

Job satisfaction encompasses a variety of factors relating to an employee's intellectual reactions to one's job (Balzer, 1997). According to Fisher (2000), job satisfaction is an emotion. Camp (1994) corroborated a similar observation. According to Tewksbury (2006), satisfaction of a job is the degree to which a worker adores the job. Job satisfaction is the accomplishment of a set of desires associated with one's own occupation (Lambert, 1999). Ostroff (1992) believes that satisfaction of a job is a necessary factor for the success of any organization. According to Kovach (1997), satisfaction of a job is a significant factor in the commitment of an employee. Employee satisfaction at work serves as a barometer of employee commitment (Porter, 1974). Mohamed (2012) established a link between satisfaction, trust, and commitment. According to Eslami (2012), satisfaction of a work has an affirmative and considerable effect on commitment of the employees. Meyer (2002) admonishes that employee satisfaction is a necessary condition for employee commitment. Job satisfaction is a critical component of employee commitment (Jaramilloa, 2005). Employee commitment is critical because it benefits businesses in a variety of ways. According to Hall (1970), commitment occurs when the goals of individuals and

institutions align. Commitment is a psychological state in which an employee feels devotion to the business entity. The association between workers and the business, as well as the implications for the employee's decision to continue in the organization is classified by a psychosomatic state referred to as commitment (Meyer, 1997). Tarigan and Ariani (2015) examined the relationship between job satisfaction, organizational commitment, and intention to leave at a manufacturing company in Yogyakarta and Surakarta, Indonesia, using a sample of 206 employees. They discovered that the variables are related. Atmojo (2015) conducted a study among Indonesia's state-owned plantation enterprises and discovered that satisfaction has a positive impact on the performance and commitment of employees. After conducting a study among 566 employees in eight companies in Serbia, South-Eastern Europe, Ulibrk et al. (2018) established that satisfaction and commitment are positively related. Larkin (2015) conducted a pilot study to identify the satisfaction level among K-12 online teachers and to identify factors associated with job satisfaction or dissatisfaction. The researcher discovered a direct relation between satisfaction and commitments. Agarwal and Sajid (2017) compared managers' job satisfaction, organizational commitment, and intention to leave in India's public and private sectors. The result point out that satisfaction is a strong predictor of all types of commitment

(affective, continuance and normative) As a result, these two variables can be considered to be highly related.

Hypothesis Three: There is a significant positive relationship between job satisfaction and employee commitment.

1.1.4 Job Satisfaction and Employee Performance

Performance of an employee is the effective and efficient use of resources to accomplish tasks successfully by person or a cluster of persons, as measured against established principles. Imagination, novelty, and obligation, are different indicators of performance. These factors are all intrinsically linked to an organization's success. Organizations must ensure superior employee performance (Ramlall, 2008). A higher standard of living, increased pay, and increased accessibility of resources are all characteristics of a stabilized economy. The objective to attain a stabilized economy can be achieved only through increased output (Griffin et al., 1981). Performance of an employee is influenced by a variety of factors, including the quality, quantity, timeliness, attendance, efficiency, and effectiveness of work (Mathis, 2009). Enhancing employee performance is a critical component of an enterprise's success. Employee performance is a metric used to assess an

organization's human resource excellence. Job satisfaction is one factor that can affect employee performance. Inuwa (2016) investigated the relationship between satisfaction and performance of non-teaching personnel at Bauchi State University Gadau, Nigeria (BASUG). The analysis demonstrates a direct and significant relationship between satisfaction and performance. Ramli (2019) discovered that satisfaction has a positive effect on the performance of PT.ABC workforce in Jakarta's Rumah Sakit Swasta. Satisfaction has an effect on the performance of Makassar Government Region employees (Berliana et al. 2018). Badrianto (2020) investigated the effect of work setting and satisfaction on performance at PT. Nesinak Industries and discovered that satisfaction of one's job has a significant bearing on performance of the employees .

Hypothesis Four: Job satisfaction has a positive effect on employee performance.

1.1.5 Employee commitment and Employee Performance

Stanley and Meyer (2016) conducted a study examining the affiliation between commitment and performance using the three-component model (TCM) of commitment and concluded that there is a significant relationship between commitment of employees and their performance.

Mathew et al. (2018) also discovered an affirmative connection between the variables commitment and performance. The relationship between employee engagement and team performance was significantly influenced by organizational commitment (Uddin et al. 2019). Bandula & Jayatilake (2016) explored the influence of commitment on the performance of employees in a leasing company in Sri Lanka and concluded that commitment has a positive impact on the performance of job and that there exists a strong correlation between commitment and performance. Nkosi (2015) also examined the connection between commitment of employees and their performance on job in a local Municipality in South Africa's Mpumalanga Province, and also concluded with a positive result.

Hypothesis Five: Employee commitment is positively related to employee performance.

Numerous studies have been carried out to explore the affiliation between satisfaction and performance. Spirituality has an effect on the performance of organizations (Duchon and Plowman, 2005) Employees who perceive more connotation in their work report higher level of satisfaction (Wrzesniewski, 2003). Given the association between satisfaction on job and performance, spirituality and performance are also inextricably

linked (Duchon and Plowman, 2005). Rego et al. (2007) observe a positive connection between spirituality and individual performance. Spirituality can help build stronger organizations (Burke, 2006). Spirituality has a beneficial consequence on productivity (Duchon and Plowman, 2005). Spirituality results in motivation and fulfilment, which in turn results in commitment and performance (Fry, 2011). The performance of an employee is the reward for the corporation, and it is from this source of satisfaction that the employees derive their satisfaction (Skibba, 2002). Mathew et al. (2019) demonstrated that religiosity and spirituality can positively influence on satisfaction, commitment, and performance. On the basis of these hypotheses, the following research framework has been proposed:

Fig. 1: Proposed Framework

2. METHODS

2.1 Data Collection

The current study gathered data from teachers teaching in six distinct streams throughout Kerala, an Indian state. These educators work in public and private schools, colleges, and universities. The study used a convenience sampling technique to ensure that the population was accurately represented.

The questionnaire was distributed to teachers at pre-selected campuses. Data were gathered

from 500 teachers (approximately 83 samples from each category). 77.8 per cent of these instruments were discovered to be in use.

Survey Instrument

A survey was conducted to evaluate the research model. An instrument was developed, to operationalize the survey, using scales from previously published empirical studies. Later, an extensive literature review was conducted and identified four constructs. These constructs were assessed using validated reflective scales derived from previous research. Table 1 summarizes the variables and their associated research.

Table 1: Measurement Items

With the instrument, a pilot study was conducted among a sample of 50 respondents and survey was confirmed for further studies.

2.2 Analysis

Structural Equation Modelling (SEM) was adopted to carry out data analysis. The collected data were analysed with AMOS 22.0 software. A two-step approach was followed to estimate the measurement model with respect to convergent and discriminant validities and followed by testing the structural model framework and research hypotheses.

3. RESULTS

The Fornell (1981) criterion was used to quantify the degree of shared variants between the model's latent variables. The

convergent validity of the measurement model can be projected by measuring Average Variance Extracted (AVE) and Composite Reliability (CR). For AVE, values greater than 0.5 are acceptable; for CR, values greater than 0.7 are acceptable. The reported values for all variables in the study were found to be acceptable.

Table 2: Constructs with Average Variance and Composite Reliability

The statistics were analysed using path analysis using the AMOS 22.0 software. Hair (2006) proposed a two-step procedure for data analysis. In keeping with this proposal, this research utilized a two-step approach as well.

Numerous statistical measures were used to assess the fit of the data to the proposed model via path analysis. The chi square minimum to degree of freedom ratio (CMIN/DF) was 4.84, which meets the criteria for moderate fit (Hair, 2006). The value indicates that the data and model are reasonably well fitted. Other indices such as GFI (goodness-of-fit index), CFI (comparative fit index), and RMSEA (root mean square error of approximation) should be greater than 0.9 and less than 0.05, respectively (Hair, 2006). These indices reflect the model's ability to fit the data (CMIN/DF = 4.84, GFI = 0.990, CFI = 0.981, RMSEA = 0.10). (Refer Table 3). As a result, the conjectured model illustrating the

relationship between the hypothesis's variables was found to be fit for further analysis.

Table 3: Model Fit Statistics

Table 4 contains information about the path coefficients. The relationship between spirituality and job satisfaction was found to be significant, implying acceptance of the hypothesis ($p < 0.05$). At various stages, the path analysis examined the relationship between job satisfaction and other constructs, including employee commitment and performance. According to the study, job satisfaction is inextricably linked to employee commitment and performance. Due to the similarity in the strength of the relationships (std beta.129,.122), the relationship was identified as significant. The final dependent variables were considered to be employee commitment and performance. Additionally, the relationship between these two variables was examined and found to be positive.

Table 4: Hypothesis Testing

4. DISCUSSION

The study focused on determining the effect of the independent variable, spirituality, on emotional intelligence, job satisfaction, employee commitment, and employee performance. Additionally, this research examined the relationship between the other two constructs, employee commitment and employee performance. The study's findings unequivocally endorsed the hypothesized structure.

This study establishes a link between spirituality, emotional intelligence, and job satisfaction. The study's findings corroborate previous research on the relationship between spirituality and job satisfaction. The majority of previous research has established a link between spirituality and happiness. In their respective studies, (Mitroff I. I., 1999; Chawla, 2010) also observed a significant relationship between spirituality and job satisfaction. In contrast, (Aydin, 2009; Polley, 2005; Robertson, 2008; Smalls, 2011) expressed disagreement with these annotations.

Spirituality is a factor that can have a significant impact on emotional intelligence, as well as job satisfaction, employee commitment, and employee performance, as demonstrated in this study. The study's findings corroborate the observation that employee satisfaction has a direct effect on employee commitment. This observation is consistent with the findings of (Feinstein, 2001; Jernigan, 2002; Maxwell, 2003), which contradict the findings of (Kalleberg, 2001; Norizan, 2012; Nunn, 2000) that job satisfaction and commitment have a low correlation.

Additionally, this study established a positive and direct relationship between job satisfaction and employee performance. This is consistent with previous studies such as (Judge, 2001; Harrison, 2006; Iaffaldano, 1985; Schleicher, 2004;). Refusing to

accept these interpretations (Daily, 2000; Keaveney, 1993; Mohr, 2007; Siegel, 1971;), establishes a tangential relationship between job satisfaction and performance. This research bolsters the findings of numerous studies (Caldwell, 1990; Hackett, 1994; Khan M.R., 2010; Meyer J. P., 1989) by establishing an unequivocal link between employee commitment and performance. Additionally, there are studies that demonstrate a disconnect between commitment and performance (Mathieu J. a., 1990; Mowday R., 1982).

On the basis of the findings, it can be emphasized that spirituality is not only beneficial to the community or society as a whole, but can also aid in organizational performance. Ford Motor Company, Hewlett-Packard, Du Pont, AT&T, the World Bank, and Apple have all implemented strategies to incorporate spirituality-related programs into their organizations (Petchsawang and Duchon, 2012). As a result of this, administrators should take steps to increase the level of spiritual activities in their institutions. As a result, personnel, selection, evaluation, and remuneration systems must be overhauled. Bureaucrats can contribute to the evolution of spirituality on a variety of levels, including individual, group, and organizational. By giving adequate consideration to all of these constructs, organizations can benefit from their endeavour to excel.

5. CONCLUSION

The findings of this study have implications for both theory and practice. These outcomes benefit both professionals and researchers. This study's significant and noteworthy conceptual output is that it extends the hypothetical confirmation of a relationship between a set of variables that can affect workforce performance. The findings of this study substantiate the notion that spirituality can influence emotional intelligence, job satisfaction, employee commitment, and performance. This study identifies numerous opportunities to boost employee performance. Improved business performance will have a positive effect on the economy. Thus, it is up to organizations to identify strategies and tactics for evangelizing positive practices that will increase commitment and, ultimately, performance, which will benefit society.

Additionally, this study has a few limitations. One significant limitation is that the data collected for this article are subjective in nature. Additionally, this study is limited to a single environment. The study is adaptable to a variety of economic environments, nationalities, and industrial contexts. Additional research is required to validate the variables suggested in this study and to develop a comprehensive structure by diagnosing all significant variables that affect an employee's performance.

APPENDIX

Table 1: Measurement Items

Construct	Studies	Number of Items	Measurement Scale
Spirituality	(Underwood, 2002)	13	6 PointLikirt scale
Emotional Intelligence	(Goleman, 1998)	12	5 PointLikirt scale
Job Satisfaction	(MacDonald, 1997)	10	5 PointLikirt scale
Employee Commitment	(Meyer J. P., 1991)	19	7 PointLikirt scale
Employee Performance	(Goodman, 1999)	15	4 PointLikirt scale

Table 2: Constructs with Average Variance and Composite Reliability

Construct	AVE	CR	Cronbach alpha
Spirituality	.596	.951	0.943
Emotional Intelligence	.579	.974	0.927
Job Satisfaction	.595	.936	0.924
Performance	.501	.918	0.905
Commitment	.536	.911	0.844

Table 3: Model Fit Statistics

MEASURES	THRESHOLD VALUES	OBSERVED VALUES
CMIN/DF	<3 Ideal	3.14
CFI	> 0.95	.981
GFI	> 0.95	.981
AGFI	>0.80	.927
RMSEA	< 0.05 good, 0.05 to 0.10 Moderate	.10
P CLOSE	> 0.05	.070

Table 4: Hypothesis Testing

IV	DV	Estimate	β	C.R.	P value	Decision	Type
Spirituality	Emotional Intelligence	.263	.452	9.005	.0000	Accepted	Hypothesised
Emotional Intelligence	Job Satisfaction	.246	.412	9.000	.0000	Accepted	Hypothesised
Job Satisfaction	Employee Commitment	.219	.122	2.460	.014	Accepted	Hypothesised
Employee Commitment	Employee Performance	.187	.294	7.234	.0000	Accepted	Hypothesised
Job Satisfaction	Employee Performance	.148	.129	3.236	.001	Accepted	Hypothesised

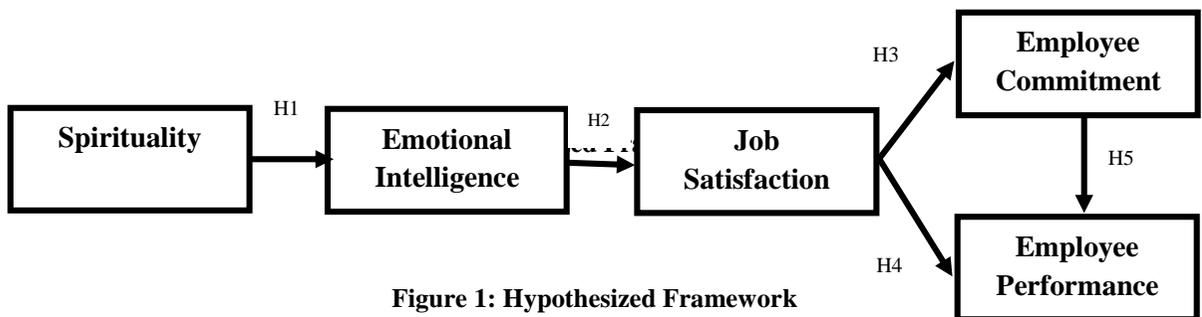


Figure 1: Hypothesized Framework

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