

## Spiritual Intelligence as a Predictor for Improving Organizational Commitment among Bank Managers in Kerala

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### Abstract

This research paper is designed to examine the influence of spiritual intelligence on organizational commitment among the Bank Managers in Kerala. Spiritual intelligence is the ability to manage one's mind and being able to make a well-fitted decision when an individual faces problems. Organizational commitment is the bond employees experience with their organization. Employees who are committed to their organization generally feel a connection with their organization. They can identify themselves aligned to the goals of the organization. The added advantage of having such employees is that they tend to be more determined in their work. They show relatively high productivity and are more proactive in offering their support to the organization. The research was conducted among 250 bank managers working across Kerala. Data were collected with the help of a structured questionnaire. The findings of the study revealed that there exists significant positive relationship between variables of spiritual intelligence and organizational commitment of the managers selected for the study. The research paper contributes to the research on Spiritual intelligence and organizational commitment. The findings of the study complement the idea that higher the level of Spiritual Intelligence stronger will be the organizational commitment that can be noted among the managers.

**Keywords** - *Spiritual intelligence, Organizational commitment*

## **1. Introduction**

Spiritual intelligence (SQ) can be termed as amplifying intelligence. SQ is at the top of the pyramid of intelligence. SQ also enhances human Intelligence quotient (IQ) by helping to see things in a more clear and simple way and, by calming the mind. Spiritual intelligence also allows employees to think more clearly. SQ helps in magnifying Emotional Intelligence (EQ) by helping employees to gain powerful insights into one's own emotions and inner motivations. Studies reveal that an individual's capacity to accommodate others views or acceptance level increases as your Spiritual quotient increases.

Studies show that spiritual intelligence can be effective in managing different aspects of an employee's life such as job satisfaction, stress, emotional level, IQ, EQ and many more. One such variable which can have an impact is Spiritual intelligence and organizational commitment. Organizational commitments have serious effects on an organization's effective growth.

## **2.Theoretical background and Review of literature**

The conceptual model for spiritual intelligence was introduced by Stevens for the first time during 1999. Emmons during the same period added in more information on spiritual intelligence. The study contributed to the literature of psychology. During the same time period, Gardner criticized the concept of spiritual intelligence in different aspects and challenged the combination of spirituality and intelligence. Spiritual Intelligence is an area of study in which not many empirical researches have been performed. Hence the topic of SQ has attracted the interests of many scholars and researchers.

Various models have been developed on spiritual intelligence by Vaughan and King. From the research works of David B king spiritual intelligence creates unique ability in a person to perceive meaning in life and achieve high spiritual positions. According to David King, dimensions of spiritual intelligence include Critical existential thinking, Transcendental awareness, Conscious state expansion and Personal meaning of production. Critical existential

thinking is the ability to create meaning for a deep understanding of the issues of the world. It also includes the ability to use multiple intelligences in problem-solving, critical thinking capacity to view on metaphysics aspects and understanding the reality of the world. The personal meaning of production is the ability to use physical and mental experiences to produce meaning and personal goals. Transcendental awareness is the ability to identify transcendental aspects of self, others and the world by one's awareness. Conscious state expansion is the ability to enter the high spiritual positions including deep thinking and meditation.

Noble and Vaughan believes that eight components must form the part of developing the concept of spiritual intelligence which include variables such as honesty and frankness, integrity, humility, kindness, generosity, patience, resistance, stability and desire to meet others' needs. From the works of George (2006) the most important applications of spiritual intelligence in work place include: Creating comfort as affecting the effectiveness of a person. When the individual's awareness is increased, security is felt and his performance will be improved. Creating mutual perception and understanding among people forms another aspect. One of the main foundations is to create a healthy relationship based on honesty. Being honest is difficult for most of the managers. Most of the employees do not leave their organization and their managers due to the inclination towards the organization. Managing the changes and eliminating the barriers is another aspect. Change is difficult for the major share of working people. Resistance to change is manifested by ignoring, criticizing and rejecting. When people perceive their mistakes deeply, they do not repeat it again. Individuals can realize the fear and confusion about the changes. Through spiritual intelligence one can find inner peace.

According to Allen (2007), organizational commitment is the positive or negative attitude of people to the whole organization in which they work. Meyer & Allen created their three-dimensional model based on the observation of similarities and differences in single-dimensional concepts of organizational commitment. The model mainly explains the commitment that links the person with organization and this link reduces leave. They defined three types of commitments. Affective commitment, Continuance commitment, Normative commitment. Affective commitment refers to the affective dependency of a person to an organization.

Continual commitment defines as dedicated to the inclination of the individual to stay in organization due to the costs of leaving the organization or the rewards of staying in the organization. Normative commitment is the obligation to stay as a member of an organization. Through guaranteed organizational justice, timely appreciations, job security, selecting suitable managers, creating collective feeling and emphasis on a collective coworker relationship and establishing mutual relations between the managers and employees are the methods to improve organizational commitment (Momani, 2010). The study done by Hussain explores the relationship between spiritual intelligence and organizational commitment among the staff of universities from Tehran Province, Iran. Analysis result showed a difference in the amount of spiritual intelligence and organizational commitment between males and females.

### **3. Research gap**

The present study was conducted with the aim to understand the effects of spiritual intelligence and organizational commitment among the bank managers in selected regions of Kerala state. From the literature review, it was clear that there have not been enough studies to find the association between Spiritual Intelligence and organizational commitment among the managers in the regions of Kerala. The research gap has enabled the researcher to state the following hypothesis:

- i. There is a significant association between Spiritual intelligence and organizational commitment.
- ii There is a significant association between variables of Spiritual intelligence and organizational commitment

### **1. CONCEPTUAL FRAMEWORK**

On the basis of the literature reviewed, it is clear that spiritual intelligence have effect employee's organizational commitment. A theoretical framework has been developed to understand the impact of spiritual intelligence and organizational commitment.

## CONCEPTUAL FRAME WORK

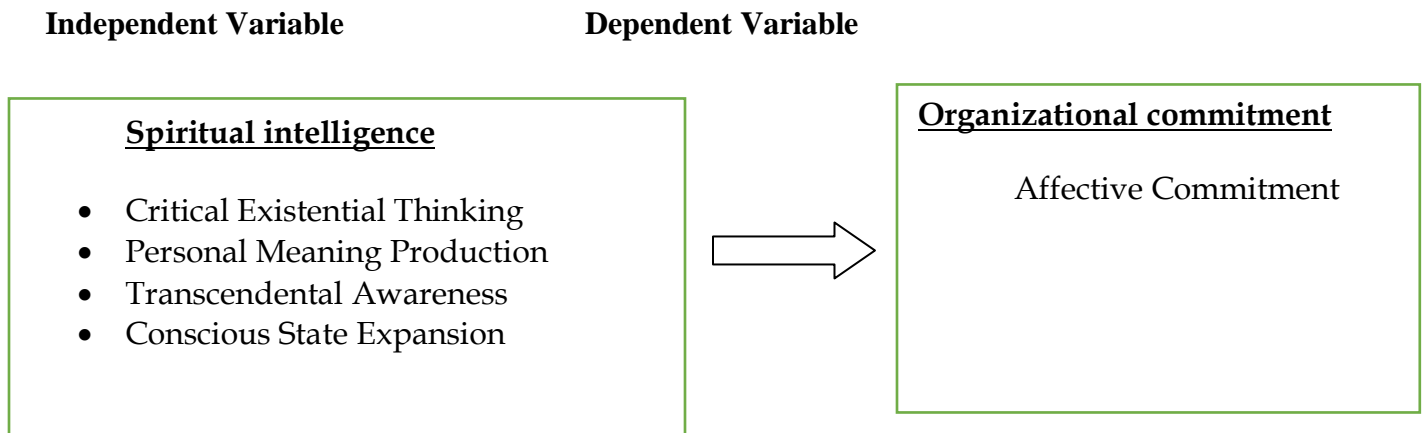


Figure 1: Schematic Diagram of the Conceptual Framework

The framework demonstrates that the employee's level of organizational commitment is influenced by the level of spiritual intelligence.

## 4. Methodology

250 bank managers from selected commercial banks were included in the study. The study was conducted using a structured questionnaire. The independent variable of the study is spiritual intelligence and its four components namely critical existential thinking, personal meaning production, transcendental awareness, conscious state expansion, and the dependent variable is organizational commitment. The measures are based on a five-point response scale ranging from 1 (strongly disagree) to 5 (strongly agree). The research studies the four components of Spiritual intelligence. The measurement scale of spiritual intelligence has been adapted from the scale of Spiritual Intelligence Self-Report Inventory (SISRI-24) by D.King (2008) with 24 items. The measurement of the scale consists of a 5-point rating-type scale, with responses ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Higher scores signify higher levels of spiritual intelligence. The measuring instrument for organizational commitment has been adapted from the works of Meyer and Allen. The measurement of the scale consists of a 5-point rating scale,

with responses ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Higher scores signify higher levels of organizational commitment.

## 4.1. Sample

The population for this study includes all managers in the banking sector of Kerala. The districts from central and southern regions of Kerala were selected for the study. Sample units were selected from three districts belonging to the central and southern regions of Kerala. Thiruvanthapuram, Kottayam, Ernakulum, and Thrissur were the districts selected for the study. Public sector banks and private sector banks situated in Kerala have 6284 managers. The sample size of the study was 250. A survey was conducted by administering a structured questionnaire. The questionnaires were personally distributed to the managers in the selected branches belonging to the specific regions. A total of 270 questionnaires were distributed among managers and 256 completed questionnaires were received back. Among that, 250 valid questionnaires were considered for further analysis. After the collection of data, reliability tests were conducted through Statistical Package for Social Science and computed the Cronbach's Alpha for each construct. Cronbach's Alpha was 0.85 for spiritual intelligence and 0.89 for organizational commitment.

## 5. Profile of Respondents

The respondent's demographic information is represented below in Table 1.

Table 1

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>
Male	142	56.8
Female	108	43.2
<b>Age</b>	<b>Frequency</b>	<b>Percent</b>
21-30	35	23.3
31-40	33	22

41-50	44	29.3
Above 51	38	19.6
<b>Bank</b>	<b>Frequency</b>	<b>Percent</b>
Public Sector	162	64.8
Old private	55	22
New private	33	13.2

(Source: Survey data)

The table shows the gender-wise classification of employees. From the data collected the percentage of the male respondent was 56.8 and the females were 43.2 percent. The percentage of male respondents was higher, compared to that of females. Highest percentage of the respondents belongs to the age group of 41 to 50 years. The selected data is composed of commercial banks which include Public sector banks, Old private and New private sector banks. Among the respondents, 64.8 percent is from public sector banks and 22 percent from old private and 13.2 from New private banks.

## 6. Correlation

Correlation is used to find the degree of association between variables considered for the study.

### 6.1. Correlation between spiritual intelligence and organizational commitment (OC)

H0: There is no significant correlation between spiritual intelligence and Organizational commitment.

H1: There is significant correlation between spiritual intelligence and Organizational commitment

Table 2

Correlation		SI	OC
Spiritual intelligence	Pearson Correlation	1	.812
	Sig. (2-tailed)		0.001
Organizational commitment	Pearson Correlation	.812	1
	Sig.	0.001	

\*Sig. (2-tailed), Source: Survey data

From above table it can be inferred that there exists a positive relation between spiritual intelligence and Organizational commitment. Correlation value 0.812 shows a strong correlation among the variables. The P value is less than 0.05. Hence there is significant relation between the variables. The analysis shows that higher the level of spiritual intelligence among the employees higher will be the level of organizational commitment.

## 6.2. Correlation between SI components (CT, PMP, TA, CSE) and Organizational Commitment (OC)

H0: There is no significant correlation between variables of Spiritual intelligence and organizational commitment.

H1: There is significant correlation between variables of Spiritual intelligence and organizational commitment.

Table 4

Correlation	OC	CT	PMP	TA	CSE	Significance
Organizational Commitment (OC)	1	.680	.791	.583	.590	0.00
Critical Existential	0.680	1	.642	.800	.526	0.00



thinking (CT)						
Personal meaning production(PMP)	.791	.642	1	.714	.588	0.00
Transcendental Awareness(TA)	.583	.800	.714	1	.502	0.00
Conscious state expansion(CSE)	.590	.526	.588	.502	1	0.00

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

Table shows that the correlation of the components of critical existential thinking, personal meaning production, transcendental awareness and conscious state expansion with organizational commitment are positive. The direction of the relationship being positive it can be inferred that these variables tend to increase together. An increase in spiritual intelligence can result in higher level of organizational commitment.

Table 5 Regression

Model	R	R Square	Adjusted Square	R	R Square Change	F Change	df1	df2	Sig. F Change
1	.640	.437	.420		.452	238.2	1	249	0.01

Predictor: Spiritual Intelligence

Table 6: ANOVA

Model	Sum of Squares	df1	Mean Square	F	Sig.
Regression	2700.012	1	1788.082	179.012	0.001
Residual	2621.023	248	55.400		
Total	5321.035	249			

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.
	B	Std.Error	Beta		
Constant	15.53	3.82		2.912	.000
Factors SI	.511	.061	.689	3.851	.000

Model	R	R square	Adjusted R square	Std. error of the estimate
1	.679	.711	.503	6.821

*Predictor: Spiritual Intelligence, Dependent variable: Organizational commitment*

The table 5 shows the critical value of F (179.012) with significance 0.001. Test results shows that there is a linear relation between Spiritual intelligence and organizational commitment. R-Square is the proportion of variance in the dependent variable organizational commitment which can be predicted from the independent variables Spiritual Intelligence. In this current study the value indicates that 71.1% of the variance in organizational commitment can be predicted from the variable Spiritual intelligence.

## 8. Conclusion

Results from the study establish that there is a positive relationship between spiritual intelligence and organizational commitment. The correlation result shows a positive relationship between spiritual intelligence and organizational commitment. The variables of spiritual intelligence and organizational commitment have a good correlation. The research states that if organizations can increase the level of spiritual intelligence in managers, they can build a positive mindset towards the managers' commitment towards the organization.

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