



A Review: The Job Satisfaction Act as Mediator between Spiritual Intelligence and Organizational Commitment

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ABSTRACT

The purpose of this study is to examine, the job satisfaction act as mediator between spiritual intelligence and organizational commitment. In this study organizational commitment is the dependent variable; spiritual intelligence is the independent variable and job satisfaction act as mediator. The results of this study are drawn on the bases of literature. The results showed that there is a significant positive relationship among spiritual intelligence and job satisfaction; and there is a significant positive relationship among job satisfaction and organizational commitment. In addition, there is no direct link exists between organizational commitment and spiritual intelligence. There is an indirect relation occurs among organizational commitment and spiritual intelligence that is mediated with job satisfaction.

Keywords: Job Satisfaction, Spiritual Intelligence, Organizational Commitment

JEL Classifications: J28, L2

1. INTRODUCTION

The goal of any organization is to get success and growth. Human resource is a significant part which helps to attain the goal of the organization. Organization wants to achieve competitive advantage; for this organization need highly fulfilled satisfied, innovative, dedicated and creative employees. In the current era, spiritual intelligence has become important for the success of any organization.

Spirituality builds values and culture in the organization; it is the understanding of oneself as spirit/soul, and the consideration of your highest spiritual traits and attributes which are love, purity, peace and delight. Spiritual intelligence is the expression of innate spiritual qualities through attitudes, behaviors and thoughts of the individual.

According to Lynton and Thøgersen (2009) spiritually intelligent people have five characteristics: They recognize and used their values, they do very well, they are in love with their work, and

they are diligent and aware from their cultural roots. People who are spiritually intelligent are more responsible, loyal, healthier and productive for their organization. People would appear to be logical and show good performance when their spiritual intelligence is high. They show problematic behavior when their spiritual intelligence is low. Highly spiritual intelligent people are very much satisfied and showed higher performance. Spiritual intelligence developed through training.

Schmit and Allscheid (1995) examined that satisfied employees delivered superior services to their customers due to this they achieve the customer loyalty. According to Hartline and Keith, 1996; Yoon et al., 2001 employees in the organization who are spiritually intelligent will be satisfied in their work place. They also find that in service industry there is a positive relationship between job satisfaction, employees' performance and on customer perception. According to Nadiri and Tanova (2010) the loyal customers in today competitive market increase the organizations' profitability, reduce cost and increase market share. Job satisfaction decreases the employee's absenteeism (Porter and Steer, 1973;

Scott and Taylor, 1985) and increases employee's earnings (Atchinson and Lefferts, 1975; Locke, 1976; Korp et al., 1973; Rust et al., 1996; Tett and Meyer, 1993). Job satisfaction is a main aspect to get high performance that enhances the efficiency of the organization.

Organizational commitment is the most important concept in the management. Employees, who are loyal with their organizations, they contribute in activities and enjoy collaboration in their organizations. Committed employees give more benefit to their organizations. They put additional attention to fulfill their job, connect into extra-role behavior, and help the organization to function competently. Spiritually intelligent people will be committed to their organizations only when they are satisfied with their jobs.

1.1. Research Questions

1. Is there any link exists among job satisfaction and spiritual intelligence?
2. Does spiritual intelligence affect the organizational commitment?
3. Is there any relationship exists between organizational commitment and job satisfaction?
4. Is job satisfaction has a mediating effect on spiritual intelligence and organizational commitment?

1.2. Research Gap

Spiritual intelligence is a latest topic in the management research. The little work was done in Pakistan on this topic. The aim of this paper is to investigate the association among spiritual intelligence, organizational commitment and job satisfaction. Previous studies observed the relation between organizational commitment and job satisfaction while the little research work was done on the relationship among spiritual intelligence, organizational commitment and job satisfaction that is the reason to carry out this research.

2. LITERATURE REVIEW

2.1. Spiritual Intelligence

Zohar (1997) first time introduced the concept of spiritual intelligence. By using this intelligence, people can expand their vision of lives and perform competently in their lives. It is the most essential kind of intelligence that has the influence to alter our history, society and life. Nasel (2004) examined few characteristics of spiritual intelligence including: Patience, love, sincerity, inner peace, sympathy.

According to Brahmakumari Shivani, *"Spiritual intelligence is the expression of natural spiritual qualities through your thinking's, actions and attitude."*

According to Emmons (2000) the spiritually intelligent people encompass the ability to resolve problems by utilizing spiritual resources. The spiritually intelligent people are conscious, they have skill to connect every day actions with blessed ideas, and also capable to recognize material issues. He developed seven dimensions of spiritual intelligence which are as follows:

(1) Divinity: Means the emotion about a greater power and resource of energy, (2) Mindfulness: Means a physical process like eating some unique foods or involving in some practices like Yoga, (3) Extrasensory perception: The skill to know things that cannot be known by the normal use of the senses (the sixth sense of people), (4) Community: Means contributing in social practices like charitable organizations, (5) Intellectuality: Means tendency and dedication of people to read about spiritual and holy matters, (6) Trauma: Means stresses which caused by the death and illness of other people, (7) Childhood spirituality: Means people childhood spiritual experiences, like reading holy books or going to church.

2.2. Job Satisfaction

People should prefer a job for the good life of their families and for themselves. Job is a tool which assists people to attain their aims. The main point is that whether people are satisfied with their job or not. According to Chen (2006) an attitude toward a job is called job satisfaction. Job satisfaction is an effective reaction towards the definite parts of the job.

According to Mottaz (1988) job satisfaction is an emotional response to the workplace. According to Robert (2000) job satisfaction is the distinction of the incentive obtains by a person and incentive which they believe to attain. Locke (1969) defined job satisfaction as: It is the pleasant emotional condition of the individuals that is come from the assessment of their job as attaining their job values. Locke (1969) defined job dissatisfaction as: It is the unpleasant emotional condition of the individuals that is come from the assessment of their job as blocking the accomplishment of their job values.

The six dimensions build up by Stamps and Piedmont (1986) for measuring job satisfaction are as follows: (1) Pay: Means the money received by employees, (2) Autonomy: Means that independence and liberty in the workplace, (3) Task requirements: Means actions that should be performed in a job, (4) Organizational policies: Means administrative and managerial strategies and practices, (5) Interaction: Means opportunities that employees are able to convey with each other, (6) Professional status: Means the overall significance of a job that is supposed by an employee himself or by others.

2.3. Organizational Commitment

Organizational commitment means that employees' loyalty towards their organizations and a procedure that employees collaborate in organizational decision making. Balfour and Wechsler (1996) defined that organizational commitment is the employees wish to stay in the organization. According to Chen (2006) organizational commitment is the employee's feelings toward their organization. Organizational commitment is a valuable reaction towards the entire organization.

Researchers established three dimensions for organizational commitment which are as follows: (1) Affective commitment: It is the employee an emotional relation, involvement and attachment to their organization, (2) Continuance commitment: Means liking of employees to stay in their organization because leaving the organization creates depressing the outcome in the form of

unemployed, (3) Normative commitment: Means employees consider themselves as members of a family due to this they stay in their organization and try to do their works well.

3. LITERATURE REVIEW ON THE RELATIONSHIP AMONG RESEARCH VARIABLES

3.1. Spiritual Intelligence and Job Satisfaction

Zohar and Marshall (2000) in their research proved that people who have high spiritual intelligence, they showed intellectual and correct behavior while people who have low spiritual intelligence, they showed problematic behavior. The individuals who have high spiritual intelligence they are more satisfied with their job and showed higher performance. According to Rastgar et al. (2012) spiritual intelligence has no significant impact on job satisfaction.

Kaur (2013) studied the relationship among spiritual intelligence and job satisfaction of 100 secondary school teachers. The findings showed that spiritual intelligence has significant positive impact on job satisfaction. The result also reveals that gender has no impact on spiritual intelligence and job satisfaction.

Jelodar and Goodarzi (2012) examined the impact of teachers spiritual intelligent on their job satisfaction. The findings showed that there is a significant positive relation exists among teachers' spiritual intelligence and five factors of job satisfaction (relations with colleagues, nature of the work itself, attitudes towards supervisors, the work situation in the current environment, opportunities for promotion) while spiritual intelligence has no significant relationship with one factor (salary and benefit) of job satisfaction.

Khorshidi and Ebadi (2012) examined the impact of spiritual intelligence on the job satisfaction of employees in public universities of Tehran. The result showed that spiritual intelligence has positive influence on job satisfaction of employees.

Torabi and Javadi (2013) studied the relationship between spiritual intelligence and job engagement. In their study they measured spiritual intelligence through personal meaning production, conscious state expansion, critical existential thinking and transcendental awareness. The findings showed that there is a significant link between three dimensions of spiritual intelligence (personal meaning production, conscious state expansion, critical existential thinking) and job engagement while there is no significant relation between transcendental awareness and job engagement. The overall result of their study showed that spiritual intelligence has a significant and positive impact on the job engagement.

Isfahani and Nobakht (2013) examined the influence of spiritual intelligence on staff happiness of Golpayegan Petrochemical Company. In their study they measured spiritual intelligence by spiritual experience, transcendental consciousness, forgiveness and patience. The staff happiness is measured through health, job satisfaction and marital status. The finding indicates that there is a positive relationship between three spiritual intelligence dimensions (spiritual experience, transcendental consciousness

and forgiveness) and staff happiness. The patience has no significant impact on staff happiness. The overall result reveals that spiritual intelligence has a significant and positive impact on the staff happiness. They also find that happiness enhance the employees patience and job performance.

Nodehi and Nehardani (2013) investigate the association among job satisfaction and spiritual intelligence of 215 Mashhad high school teachers. They used five dimensions (coworker's relation, work itself, pay, supervision and promotional opportunity) for measurement of job satisfaction. The results reveal that spiritual intelligence has a significant impact on job satisfaction. They also find that gender has significant impact on spiritual intelligence but has no impact on job satisfaction.

Rani et al. (2013) studied the relationship among spiritual intelligence and reducing job stress, the study was accomplished with lecturers of University of East Coast of Malaysia. This study exposed that when employees practice spiritual activities or ibadat in place of work in their own way then they experiences profound sensations and overcome the stress, dissatisfaction and peer problems. This attitude builds up a better organizational performance. Their results showed that there are five indicators (appropriate spirituality activities in workplace, work attitudes, employee comprehension of spirituality in work place, employee's practices and stress management) of practicing spirituality in place of work.

3.2. Organizational Commitment and Spiritual Intelligence

There is little study done on spiritual intelligence and organizational commitment. According to Rego and Cunha (2008) individuals who are highly spiritual are more responsible and loyal to their organization. Kinjerski and Skrypnek (2006) determined that employees who have good practices with spirituality at place of work; they are more loyal to their organization and complete their tasks with more responsibility.

Foumany and Danshdost (2014) examined the relationship of spiritual intelligence with mental health and organizational commitment among nurses in Mashhad hospitals. The results reveal that spiritual intelligence has positive impact on mental health. The findings also showed that spiritual intelligence has positive impact on organizational commitment and mental health of nurses also has positive impact on organizational commitment. They also find that mental health is less in women as compared to the man and organizational commitment is also less in women compared to man.

Ghorbani et al. (2013) studied the relation between spiritual intelligence and organizational commitment. By using the Spearman's correlation test the result showed that spiritual intelligence (measured by spiritual experiences, attending religious places, a purposeful way of life and religious beliefs) has significant relationship with organizational commitment.

Ghaffari examined the relationship among organizational commitment and spiritual intelligence of five military hospitals

managers at Tehran city. The result showed that spiritual intelligence (spiritual experiences) has significant impact on organizational commitment.

Mohammaddi and Boroomand (2014) studied the relationship between cultural intelligence and spiritual intelligence with organizational commitment of secondary schools principals. The result indicates that cultural intelligence has significant and positive influence on organizational commitment while there is no a significant correlation exists among spiritual intelligence and organizational commitment. They also fined those managers who used their own talents and skills to find the good causes for job and work performance and find importance and aims in life, they will fill find better solutions of the problems, will have better understanding of themselves and others and perform their job efficiently. There is no direct relationship between among spiritual intelligence and organizational commitment.

3.3. Organizational Commitment and Job Satisfaction

The organizational commitment and job satisfaction is an interesting topic in the field of management. Job satisfaction of employees is an indicator of the organizational success, the personal and organizational factors has an impact on job satisfaction (Rothmann and Coetzer, 2002). According to Saari and Judge (2004) the majority owners recognize that the organization performance depends upon the employee's satisfaction, and describe that "happy employees are productive employees."

Many studies proved that job satisfaction has significant positive influence on organizational commitment (Deconinck, 2009; Kim et al., 2005; Guleryuz et al., 2008; Rutherford, 2009; Sweeney and Quirin, 2009; Taheri, 2009). According to Becker et al. (1996) employees who are satisfied with their job they are extremely loyal towards their organizations.

There is a positive link among organizational commitment, job satisfaction and performance of the organization (Hunt et al., 1985; Angle and Perry, 1981; Mowday et al., 1974). There is a strong relationship among employee commitment, job satisfaction and retention of employees (Kotze and Roodt, 2005).

Lumley et al. (2011) investigate the association among organizational commitment and job satisfaction of 86 employees worked in information technology companies of South Africa. The result showed that there is a significant relation exists among organizational commitment (normative and affective commitment) and job satisfaction. The positive relation among job satisfaction, affective and normative commitment showed that employees are more satisfied with their pay, fringe benefits, promotion, relationship with colleague and character of the work that's why they seem to feel emotionally attached and further obliged to stay with their organizations.

Yücel (2012) examined the impact of job satisfaction on organizational commitment of 250 employees worked in Turkish Manufacturing Company. To test the research hypotheses the structural equation modeling was used. The results showed that there is a positive relationship among job satisfaction and

organizational commitment (normative commitment, affective commitment and continuance commitment) while it has negative influence on turnover intention. This represents employees who are satisfied with their job they are highly committed and their turnover intention is low.

Lok and Crawford (2001) examined the relation among employees perception of organizational culture and subculture, organizational commitment and job satisfaction. The results showed that the impact of subculture on organizational commitment is greater than organizational culture. The job satisfaction and age has a positive impact on organizational commitment. Jing and Xiao-Hua (2009) studied the relation between employee satisfaction, organizational commitment and work performance in Shaanxi enterprise. The findings showed that there is a significant positive relation between employee satisfaction, organizational commitment and work performance.

Kaplan et al. (2012) studied correlation among organizational commitment (normative commitment, affective commitment and continuance commitment) and job satisfaction. The results showed that job satisfaction has significant and positive influence on affective commitment. The job satisfaction also has positive impact on normative commitment. There is no significant relation exists among continuance commitment and job satisfaction.

Malik et al. (2010) examined relationship between organizational commitment and job satisfaction of university teachers in the public sector of Pakistan. The result indicates that there is a significant positive relation of job satisfaction with the quality of management, work-itself and pay on organizational commitment of faculty members. According to Wakefield et al., (1986) job satisfaction has no significant impact on organizational commitment. While, other researchers (Mannheim et al., 1997; Busch et al., 1998; Freund, 2005; Chiu-Yueh, 2000) showed that job satisfaction was a main interpreter of organizational commitment.

Lipinskiene (2008) studied the relationship among job satisfaction and organizational commitment. He used six dimensions to measure job satisfaction (pay, work conditions, coworkers, satisfaction with the supervisor, level of responsibility and career and development opportunities). He used three dimensions to measure organizational commitment (normative commitment, affective commitment and continuance commitment). The results indicate that there is a positive relation among job satisfaction and organizational commitment. If employees are more satisfied with their job then they show more commitment to their organization.

Tian et al. (2013) investigate the relationship among organizational commitment and job satisfaction of university teachers. They find that teachers who satisfied with their job, they are happy, efficient, have determination to work hard and effective in performing their jobs. The findings reveal that there is a positive relationship between organizational commitment and job satisfaction. Teh and Tritos (2011) studied the influence of job satisfaction, job involvement and organizational commitment on propensity to leave a job. The result indicates that there is a positive relation

among organizational commitment and job involvement, there is also a positive relation between organizational commitment and job satisfaction. There is a significant impact of employee's organizational commitment to their propensity to leave a job.

Santhanam et al. (2012) investigate the relationship between job satisfaction and employee retention in gulf cooperation countries. They conclude that employees are satisfied with their job when they receive attention, balance their work-life; give freedom to take decision and good relationship with colleagues and top management. The finding showed that job satisfaction has significant impact on employee retention.

Gunlu et al. (2010) examined the impact of job satisfaction on organizational commitment of hotel managers in Turkey. The results showed that there is a significant relationship between job satisfaction components (intrinsic, general and extrinsic) and organizational commitment (affective commitment and normative commitment). There is not significant relation exist between job satisfaction components and continuance commitment.

Ozturk et al. (2014) studied the relationship among job characteristics, job satisfaction and organizational commitment for the 252 hotel worker in Turkey. The simple regression analysis was used to find out the correlation among job satisfaction and affective commitment. The findings showed that job characteristics have significant impact on both job satisfaction and affective commitment. The result also reveals that job satisfaction has significant influence on affective commitment.

3.4. Job Satisfaction Act as Mediator between Spiritual Intelligence and Organizational

Cherati and Mahdavi (2013) studied the relationship between job satisfaction, spiritual intelligence and organizational commitment and conducted study in the Iranian public banks. They used seven dimensions (divinity, mindfulness, extrasensory, community, intellectuality, trauma and childhood spirituality) for measuring of spiritual intelligence. For measuring of job satisfaction they used six dimensions (pay, interaction, task requirements, autonomy, organizational policies and professional status). They used three dimensions (normative commitment, affective commitment and continuance commitment) for organizational commitment. The outcomes reveal that spiritual intelligence has no significant direct impact on organizational commitment but indirect relation exists between them when the job satisfaction acts as mediator. They also found that there is a positive correlation among job satisfaction and spiritual intelligence. There is also positive relation among organizational commitment and job satisfaction.

Thangaraj (2014) studied the relationship among spiritual intelligence, job satisfaction and organizational commitment of employees in the banking sector. They used four dimensions (conscious state expansion, critical existential thinking, transcendental awareness, personal meaning production) for measuring of spiritual intelligence. The findings reveal that there is a significant and positive correlation exists among spiritual intelligence, job satisfaction and organizational commitment. The employees who are spiritually intelligent, they are more satisfied

from their job and when they satisfied they are highly committed. The organizational commitment leads to decrease the staff turnover and increased the organizational productivity.

Malik and Naeem (2011) investigate the role of spirituality in job satisfaction and organizational commitment among faculty of institutes of higher learning in Pakistan. In this study spirituality is measured by ideopraxis, intrapersonal aspect of spirituality, interpersonal aspect of spirituality and suprapersonal aspect of spirituality. The findings showed that there is positive relationship between interpersonal spiritual dimensions (organizational modes and small group), intrapersonal spiritual dimensions (self-enrichment and self-determination) and the organizational commitment of faculty members. There is a negative relationship between intrapersonal spiritual dimension (self-control), suprapersonal spiritual dimensions (transformational and transactional modes) and the organizational commitment of faculty members. There is a positive relationship between ideopraxis, suprapersonal spiritual dimension (transformational mode) and job satisfaction of the faculty members while there is a negative relationship between interpersonal spiritual dimension (organizational mode), intrapersonal spiritual dimension (self-determination) and job satisfaction of the faculty members. The overall result reveals that spiritual dimensions are negatively and positively associated with the job satisfaction and organizational commitment of the faculty members.

4. MODEL AND HYPOTHESES

In this study organizational commitment is the dependent variable; spiritual intelligence is the independent variable and job satisfaction act as mediator as shown in the Figure 1.

4.1. Hypotheses

H1: There is a significant positive relationship between spiritual intelligence and job satisfaction.

H2: There is a significant positive relationship between spiritual intelligence and organizational commitment.

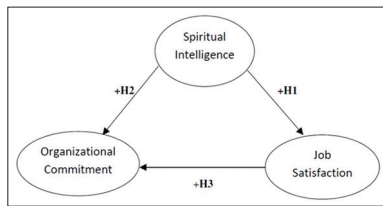
H3: There is a significant positive relationship between job satisfaction and organizational commitment.

H4: The job satisfaction act as mediator between spiritual intelligence and organizational commitment.

5. CONCLUSION AND LIMITATION

The purpose of this study is to explore the relation between organizational commitment, spiritual intelligence and job satisfaction. The results of this study are drawn on the bases of literature. The findings indicate that there is a significant positive relationship among spiritual intelligence and job satisfaction which is confirmed by the findings of previous research (Zohar and Marshall, 2000; Kaur, 2013; Jelodar and Goodarzi, 2012; Torabi and Javadi, 2013; Isfahani and Nobakht, 2013; Khorshidi and Ebadi, 2012; Nodehi and Nehardani, 2013; Rani et al., 2013).

There is a significant positive relationship among spiritual intelligence and organizational commitment which is supported by

Figure 1: Research model

Rego and Cunha, 2008; Kinjerski and Skrypnik, 2006; Fomany and Danshdost, 2014; Ghorbani et al., 2013. But these findings are too slight in favor of hypothesis two. The little research work done on the relationship among organizational commitment and spiritual intelligence.

The result reveals that there is a significant positive relationship among organizational commitment and job satisfaction which is confirmed by the findings of previous research (Deconinck, 2009; Kim et al., 2005; Guleryuz et al., 2008; Rutherford, 2009; Sweeney and Quirin, 2009; Taheri, 2009; Lumley et al., 2011; Yücel, 2012; Lok and Crawford, 2001; Jing and Xiao-Hua, 2009; Kaplan et al., 2012; Malik et al., 2010; Lipinskiene, 2008; Tian et al., 2013; Teh and Tritos, 2011; Gunlu et al., 2010; Ozturk et al., 2014).

The result also showed that there is no direct correlation found between organizational commitment and spiritual intelligence. There is an indirect relation occurs among organizational commitment and spiritual intelligence that is mediated with job satisfaction which is confirmed by the findings of previous research (Cherati and Mahdavi, 2013; Thangaraj, 2014; Malik and Naem, 2011). Because spiritually intelligent individuals more commitment towards their organizations only when they are satisfied with their jobs. When they not satisfied from their job then they not remain with their respective organization.

The limitation of this study is that there are some other factors (gender influence on spiritual intelligence, cultural intelligence influence on organizational commitment, leadership behavior impact on organizational commitment, organizational culture influence on organizational commitment, emotional intelligence influence on organizational commitment, responsibility, personality traits and extraversion influence on spiritual intelligence, job involvement impact on organizational commitment) which may influence the research variables that are not consider in this study.

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