SPIRITUAL INTELLIGENCE IS A DRIVING WORKPLACE
CONSTRUCT A MODEL REVIEW OF RETAIL EMPLOYEES

Dr. Satish Kumar R1 Meera Jyothirmai K2

Abstract
Spiritual Intelligence brings to life a deeper sense of meaning and purpose, by virtue of the qualities and capabilities of wisdom, compassion, integrity, creativity and peace. Understanding the self is an essential construct to give a sensible meaning to the job. It is a capacity of an employee to possess a socially relevant purpose doing in his daily activity. In the retail business serving the consumer needs a high degree of conscience, compassion and commitment to the human values. Employee self cognition on job relatedness leads to high productivity. In this contextual prominence, the paper aims to discuss the inner driving forces of major themes (Amram, 2007) of SI., meaning, consciousness, trust, nurturing relationships, truth, surrender to the Self, inner-directed freedom, and it is also built the model construct with an exploring the relation between the spiritual Intelligence organizational commitment and job satisfaction. Based on the literature revealed that there is a substantial positive relationship between spiritual intelligence and job satisfaction, the conclusions of this study are drawn; and a notable positive correlation exists between job satisfaction and organizational engagement. There is, however, no direct connection between organizational commitment and spiritual intelligence. There is an indirect relationship that is mediated with retail job satisfaction between organizational commitment and spiritual intelligence.

Keywords: Retail Workplace, Spiritual Intelligence, Job Satisfaction, Organizational Commitment

Introduction
The objective of the any retail entity is the mean for achievement and development. Human asset is a high end part which assists with accomplishing the desired results. The retail business needs to accomplish and sustain in a competitive environment, it profoundly needs satisfied, fulfilled, imaginative, committed and inventive employees. In the modern age, spiritual intelligence has become essential for the organizational success. The spirituality of an individual grows with the values and culture of the organization; it is the perception of oneself as a spiritual being, and the recognition of the highest spiritual characteristics and qualities that are devotion, faith, peace and delight. Spiritual intelligence is the manifestation of the individual's inherent spiritual qualities through actions, conducts, and feelings. Lynton and Thøgersen (2009) stated spiritually sensible human beings understand and use their beliefs they do very well, they are in love with their jobs, and they are attentive and aware of their cultural roots. Spiritually sensible employees are greater responsible, loyal, healthy and productive for their organization. They look like rational, and show desirable performance overall. Schmit and Allscheild (1995) investigated that satisfied employees provide their customers with superior services because of this they gain customer loyalties.

1. Associate Professor, School of Management Studies, Maharajah’s Post Graduate College, Vizianagaram, Andhra Pradesh.
2. Research Scholar (FT), GITAM Institute of Management, GITAM deemed to be University, Visakhapatnam, Andhra Pradesh.
Hartline and Keith, 1996; Yoon et al., 2001 stated that spiritually intelligent employees within the organization will be satisfied with their workplace. They also find that there is a positive relationship between job satisfaction, performance of the employees and customer perception in the service industry. According to Nadiri and Tanova (2010), the loyal customers in today's competitive market are increasing the productivity of the companies, reducing costs and increasing market share. Job satisfaction, reduces the absenteeism of workers and increases efficiency and productivity (Porter and Steer, Korp et al., 1973). The most important to the retail employee is organizational engagement. Who are committed to their organizations, they contribute to tasks and put extra focus on performing their work, adapt to extra-role actions and help the organization operate competently. Spiritually smart people are only dedicated to their organizations when they are satisfied with their jobs. In this contextual prominence, this study aims to discuss the inner driving forces of seven major themes (Amram, 2007) of spiritual intelligence; meaning, consciousness, trust, nurturing relationships, truth, surrender to the Self, inner-directed freedom of sales employee and it also examine the association among spiritual intelligence, organizational commitment and job satisfaction. Past studies studied the relationship between organizational commitment and job satisfaction while the limited investigations was being performed on the relationship between spiritual intelligence, organizational commitment, and retail employee job satisfaction.

**Literature review**

**Spiritual Intelligence**

Zohar (1997) presented the concept of spiritual intelligence for the first time. By utilizing this, people can extend their view of life and succeed in their lives competently. It's the most powerful form of intelligence that has the power to change our culture, society and life. Nasel (2004) analyzed several attributes of spiritual intelligence, including: sincerity, patience, inner peace, love, sympathy. Spiritually intelligent people, according to Emmons (2000), have the ability to solve problems by utilizing these resources. The spiritually intelligent people are conscious, they have the ability to connect with blessed ideas every day, and they are also able to identify material problems. He has developed seven dimensions of spiritual intelligence that are divinity, mindfulness, extrasensory perception, community, intellectuality, trauma and childhood spirituality.
Job Satisfaction

People would prefer a job which gives a good and prospective life to them along with their family. Job is a resource which helps people achieve their goals. The key point is whether or not people are happy with their jobs. An attitude towards a job is called job satisfaction, according to Chen (2006). Job satisfaction is an appropriate answer to the definite portions of the job. Locke (1969) described job satisfaction as: it is the individuals' pleasant emotional state that comes from their job assessment as achieving their job values. He also stated that it is the unpleasant emotional condition of individuals that comes from evaluating their job as blocking the fulfillment of their job values. Mottaz (1988) said job satisfaction is an emotional response to the workplace. Stamps and Piedmont (1986) set up the six dimensions for determining job satisfaction as follows: (1) Pay: The money earned by employees, (2) Autonomy: The freedom and liberty in the workplace, (3) Task requirements: works to be carried out on the job, (4) Organizational policies: administrative and managerial methods and practices, (5) Interaction: opportunities to be communicated to each other by employees, (6) Professional status: Implies the overall significance of a job.

Organizational Commitment

Organizational commitment requires dedication of workers to their organizations and a process where employees work together in organizational decision-making. Balfour and Wechsler (1996) described that organizational commitment is the employees wish to stay in the organization. Researchers have determined the three dimensions of organizational commitment that are as follows: (1) Affective commitment: employees emotional relationship, engagement and attachment to their organization; (2) Continuance commitment: implies that employees wish to stay in their organization because leaving the organization produces a stressful result in the form of unemployed; to remain in the company. (3) Normative commitment: Means that workers find themselves to be family members because of this they stay in their company and seek to do their job well. Results of Amram, 2007 research finds that on spiritual intelligence the dimensions of meaning, consciousness, truth, nurturing relationships, trust, self-surrender, inner-directed freedom were mentioned. We took the following dimensions and related to the employees of the retail organization to understand the driving force of an inner individual.
• Meaning: Finding meaning in everyday activities through a sense of intent and a call for service, even in the face of misery and pain.
• Consciousness: Refined awareness and knowledge of oneself created.
• Trust: a hopeful / optimistic disposition focused on faith or trust on the job.
• Transcendence moving beyond a separate self into an integrated wholeness. Relational, you cultivate relationships and culture with acceptance, reverence, empathy, compassion, love-kindness, hospitality and I-Thou orientation.
• Truth: Life in open acceptance, curiosity, tolerance and negative behavior forgiven.
• Peaceful surrender to self: Focused peacefulness, equanimity, self-acceptance, self-compassion, and inner wholeness, egolessness letting go of the individual to retain humble receptivity, surrendering, and allowing to happen what wants and needs.
• Inner-Directness: Inner-Freedom consistent with one's values in responsible wise practice.

Literature review on the relationship among research variables

Spiritual Intelligence and Job Satisfaction

The research investigations are revealing that spiritual intelligence and job satisfaction have a significant relationship with their studies. Few studies are as follows.

<table>
<thead>
<tr>
<th>Author</th>
<th>Variables that have Positive relationship with SI</th>
<th>Variables that have no relationship with SI</th>
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<tbody>
<tr>
<td>Zohar and Marshall (2000)</td>
<td>Employees with higher spiritual intelligence are more satisfied with their jobs and high on performance.</td>
<td>Gender has no impact on SI and job satisfaction as well.</td>
</tr>
<tr>
<td>Jelodar and Goodarzi (2012)</td>
<td>Significant positive relation is with SI and five factors of job satisfaction, i.e., relations with colleagues, the nature of the work itself, attitudes towards supervisors, the work situation in the current environment, opportunities for promotion.</td>
<td>No significant relationship with one factor of job satisfaction i.e., salary and benefit.</td>
</tr>
<tr>
<td>Torabi and Javadi (2013)</td>
<td>Significantly linked with three dimensions of SI (personal meaning production, conscious state expansion, critical existential thinking) and job engagement.</td>
<td>Not significantly related to transcendental awareness and job engagement.</td>
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<tr>
<td>Isfahani and Nobakht (2013)</td>
<td>Significant and positive impact on the staff happiness that increases the employees</td>
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Rani et al. (2013) Results showed that there are five indicators (appropriate spirituality activities in the workplace, work attitudes, employee comprehension of spirituality in the workplace, employee’s practices and stress management) of practicing spirituality in place of work.

<table>
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<tr>
<th>Organizational Commitment and Spiritual Intelligence</th>
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<td>There is little study done on spiritual intelligence and organizational commitment.</td>
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<th>Rego and Cunha (2008)</th>
<th>Highly spiritual individuals are more responsible and loyal to their organization.</th>
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<tr>
<td>Kinjerski and Skrypnek (2006)</td>
<td>Employees with good practices with spirituality at place of work are more loyal to their organization and also complete their tasks with more responsibility.</td>
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<tr>
<td>Foumany and Danshdost (2014)</td>
<td>Spiritual intelligence has a positive impact on organizational commitment and mental health of nurses.</td>
</tr>
<tr>
<td>Ghorbani et al. (2013)</td>
<td>Spiritual intelligence (measured by spiritual experiences, attending religious places, a purposeful way of life and religious beliefs) has significant relationship with organizational commitment.</td>
</tr>
<tr>
<td>Mohammaddi et al (2014)</td>
<td>There is no direct relationship between among spiritual intelligence and organizational commitment.</td>
</tr>
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</table>
Organizational Commitment and Job Satisfaction

The organizational commitment and job satisfaction is an interesting topic in the field of management. Many studies have 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).


Saari and Judge (2004) The majority owners describe that “happy employees are productive employees.” As they recognize that the organization performance depends upon the employee satisfaction.

Becker et al. (1996) Results showed that employees who are satisfied with their job are extremely loyal towards their organizations.

Hunt et al., 1985, Kotze and Roodt, 2005 Significant relationship is there among employee commitment, job satisfaction and retention of employees.

Lumley et al. (2011) Significant relation exists among organizational commitment (normative and affective commitment) and job satisfaction. Satisfied employees tend to feel emotionally attached and obliged to stay with their organizations.

Jing and Xiao-Hua (2009) Results showed a positive relation between employee satisfaction, organizational commitment and work performance.

Santhanam et al. (2012) The findings revealed that job satisfaction has significant impact on employee retention.

Job Satisfaction Act as Mediator between Spiritual Intelligence and Organizational

Cherati and Mahdavi (2013) researched the relationship between job satisfaction, spiritual intelligence, and organizational participation, and conducted the study at Iranian public banks. To assess spiritual intelligence, they used seven dimensions (divinity, mindfulness, extrasensory, culture, intellectuality, trauma, and childhood spirituality). They used six dimensions (payroll, engagement, mission criteria, flexibility, organizational policies and professional status) to assess job satisfaction. For organizational commitment they used three dimensions (normative engagement, affective engagement, and continuing commitment). The findings show that spiritual
intelligence has no major direct effect on organizational commitment, but when job satisfaction serves as mediator, there is an indirect interaction between them. They also found that the job satisfaction and spiritual intelligence have a strong relation, and organizational commitment and job satisfaction also have a positive association. Thangaraj (2014) examined the relationship between spiritual intelligence, job satisfaction, and employee organizational commitment in the retail banking sector. They used four dimensions for measuring spiritual intelligence (conscious expansion, critical existential thought, transcendental awareness, development of personal meanings). The results show that there is a strong and constructive relation between spiritual intelligence, job satisfaction, and dedication to organization. Employees who are spiritually knowledgeable are more pleased with their work, and are highly dedicated when they are fulfilled. Organizational dedication leads to a decrease in employee turnover and an increase in organizational performance.

**Conceptual Model**

In this study, organizational commitment is the dependent variable; spiritual intelligence is the independent variable and job satisfaction act as mediator. Based on a review of studies the model has drawn as bellow for the retail organization.

![Conceptual Model Diagram]

From the earlier research, it is recognized that there has been a positive relationship between spiritual intelligence and job satisfaction. It has also come to know that an employee with high spiritual intelligence has a strong organizational commitment. Employees with job satisfaction have shown that they have loyal employees of organization. The job satisfaction is an essential factor of mediating between SI and OC.

**Discussion**

This study aims to examine the relationship between organizational commitment, spiritual intelligence, and job satisfaction. The findings of this analysis have been taken from literature bases. It suggests a significant positive relationship between spiritual intelligence and job satisfaction, as evidenced by previous research findings (Zohar and Marshall, 2000; Amram, 2007; Kaur, 2013; Jelodar and Goodarzi, 2012; Torabi and Javadi, 2013; Isfahani and Nobakht,
And some of the studies reveal a significant positive relationship between spiritual intelligence and organizational commitment supported by Rego and Cunha, 2008; Kinjerski and Skrypnek, 2006; Foumany and Danshdost, 2014; Ghorbani et al., 2013. The results show a there is a substantial positive relationship between 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 Quin, 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 between the spiritual intelligence and organizational commitment. There is an indirect relationship between organizational commitment and spiritual intelligence mediated with job satisfaction verified by previous research findings (Cherati and Mahdavi, 2013; Thangaraj, 2014; Malik and Naeem, 2011). Although spiritually intelligent individuals only become more dedicated to their organizations when they are satisfied with their jobs. They do not remain with their respective company when they are not satisfied with their job.

Conclusion

In retail organizations needs a high patience and commitment towards the job. The researchers of early studies are supported employee with spiritual intelligence are having great strength of understanding and know the consumer requirement well. They have the job awareness, self knowledge and inner directness of truth. The mindset of spiritual intelligence enabled them to work hard and customer oriented. They are an asset to the organization in terms of cost of hiring, training and retention. The employees are more focused to deliver better results for a long time.

References

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