Prioritization of components which affect employees' Spiritual Intelligence in selected educational and cultural centers of Qom (Retrieved from MA thesis entitled: "Identification of factors affecting employees “Spiritual Intelligence and providing solutions”)

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ABSTRACT: The aim of this study is ranking of components which affect employees' Spiritual Intelligence in selected educational and cultural centers of Qom. So the main question is “how are they ranked?” From the perspective of goal, this study is an applied research and from the perspective of collecting data, this is a descriptive research. The statistical population encompasses all of employees of four educational and cultural centers include: Al-Mustafa International University, the Islamic Propagation Office of Qom Hawzah, Research Institute of Hawzah and University, and the Islamic Development Organization. The volume of statistical population was 480 employees. The sample size was 214 by using Morgan table. The sampling was based on Cluster sampling. Finally 209 questionnaire were collected. The content validity was used for measuring validity and Cronbach’s alpha coefficient for stability. In order to analyzing data, the descriptive and inferential statistics were used. Inferential statistic included Friedman and Kolmogorov-Smirnov tests.

Keywords: Spiritual Intelligence, Spirituality and Spiritual Intelligence, Spiritual Intelligence Components.

INTRODUCTION

In entering a different future, complex, management and organization science theorists have emphasized that the concept goes beyond technical skills to succeed in the academic environment, which is called general intelligence depends on (Mousavi et al, 2011). Organizations need to rethink their employees work continuously, so the efficiency, effectiveness, and improve their performance. Each organization must be able to identify factors that have an impact on the work environment to identify and strengthen. In many cases, organizations that benefit the organization and the people need to work beyond the stipulated duties. This is especially due to the complexity of the organization, including educational and cultural centers, education is very important. Managers and staff who have a cultural and educational center in their values and goals are internalized, so that these values belong to their own, and their presence on improving the work environment impacts. If this side of the overall goals and values and communicate the meaning and value of educational staff is there can never expect such environments a high performance (George, 2006). The spiritual intelligence factor that can play a decisive role to play. Employees with higher spiritual intelligence, are flexible, high degree of self-consciousness, their ability to confront and overcome their problems and pains. Also inspired by the values and vision, avoid bad for others, solidarity-oriented thinking, to discover the relationships between different objects and phenomena, the search for answers to fundamental questions, the lack of dependence on others and resist methods and traditions of the ordinary, is among other features. (Zare et al, 2012: 61). The purpose of this study was to evaluate the Prioritization of components which affect employees' Spiritual Intelligence in selected educational and cultural centers of Qom.
Intelligence
There are different approaches for defining intelligence including psychometric approach, data-processing approach, and cognitive developmental approach. The first approach was founded by Francis Galton, and the cognitive developmental approach by Jean Piaget.

Functions of different types of intelligence
Spiritual intelligence is growing by practices, changing emotions, and reinforce ethical behavior. Zohar believed that spiritual intelligence grows through searching different situations, making questions about problems, and try to establish a connection between events. Also learning, recognizing and listening to guidance intuitive messages, being thinker, enhancing self-awareness, learning from mistakes, and being honest with yourself can increase spiritual intelligence (Zohar, 2000). He summarized the functions of different kind of intelligence as follow (Saghravani, 2009):

<table>
<thead>
<tr>
<th>Capital</th>
<th>Intellectual Intelligence</th>
<th>Emotional Intelligence</th>
<th>Rational Intelligence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical Capital</td>
<td>What I think</td>
<td>What I feel</td>
<td>What I am</td>
</tr>
<tr>
<td>Social Capital</td>
<td>What I think</td>
<td>What I feel</td>
<td></td>
</tr>
<tr>
<td>Intellectual Capital</td>
<td>What I think</td>
<td>What I feel</td>
<td></td>
</tr>
</tbody>
</table>

Spiritual Intelligence of leaders
The spirituality in the workplace leads to identify the inner life of employees which is teachable and develops and grows by doing meaningful activities in life. In this area, the leader movement was appeared. Spiritual Leadership encompasses the models of serving leadership, employee participation, and their empowerment. And also it is based on the philosophy of servant leadership. It is a certain types of service-oriented leadership in which leaders try to work for employees and to provide all the necessities for their achievements instead of trying to overrule subordinates.

Spiritual intelligence of leaders empowers them to convey meaning based on understanding existential questions of himself and their followers. And using this ability enable them to challenge the quos status and being as an inspiration, also it leads to having a deep sense of mission by employees in their personal and organizational life. The ability to use multiple levels of awareness enable leaders to use superior level of cognition like intuition in problem solving, and motivating and helping others in solving organizational problems. These kind of leaders who represent generosity, humanity, compassion and altruistic love, have individual attention to employees more than other kind of leaders. All of these properties lead to charisma of leadership and to convey a sense of ideal to employees, and also resulted in choosing leader as a behavioral model by employees (Farhangi et al, 2009).

Fry et al, in the field of spiritual leadership, showed that this kind of leadership encourages people to learn in organization, reduce leader's control on employees, creates a supportive environment, and leads to making a supportive environment for employees (Fry, 2005). In their study, Duchon and Plowman stated that employees have an inner life which cause to their growth, and it can be supported by meaningful work in society (Duchon, Plowman, 2005).

The application of spiritual intelligence in organization
When people are spiritually smart, they will have a broad perspective. Broad perspective means they have a great image of themselves and their world, therefore they adopt a great image of their position and goal in the world. Unlike many people perspective, that work and the workplace has no spiritual aspects, facts indicated that spiritual intelligence can use in many areas of work. Spiritual intelligence is necessary for issues such as identifying and balancing personal values with a clear understanding of the objectives, conserving values without compromise, to be honest, ability to recognize the true meaning of events and conditions, and creating meaningful work and activities. Furthermore, utilizing of spiritual intelligence leads to altruistic tendencies, and creating a peaceful and enlightened view of life. According to George (2006), the most important application of spiritual intelligence in the workplace include:

Providing peace of mind and its effects on the effectiveness of individual

Self-awareness is the key competencies of spiritual intelligence. Unfortunately most of us consider ourselves as physical and material beings and believe that life is a material and physical experience so our peace of mind is related to physical conditions of life including money, property etc. which all depends on our job. Therefore loss of them cause to the sense of insecurity. Jobs, money, and property are something which obtained and missed and we have little control over them or no control at all. In this case, the insecurity cause to fear and stress, so that our performance and relationships in work and workplace are affected.

Development of spiritual intelligence, which means a deep self-awareness as an immaterial creature, is the subjective source of talent which are unknown formerly. When consciousness is increased and used, the feel of safety is provided and thus the performance in the workplace is improved.
Creating mutual understanding and agreement

One of the basic foundations of creating a healthy relationship is empathy. Developing empathy is hard for many managers because it force them to move beyond functional tasks and thereby understand the emotions of people who do their job. Only in recent 10 to 15 years, creating communication was considered as a part of manager tasks which has getting increasingly important. Todays, many people do not understand their organization but understand their managers. So desire to keep labor is one of the reasons that make necessary to understand of employees by managers. Ability to identify, understand and respond to others feelings requires an emotional understanding and strong feelings which is located in the area of emotional intelligence. It is the layer in which the spiritual intelligence is located and is the main tool of understanding of reasons.

Change management and removal of barriers

For most of people, change is painful. We cannot assume that people were relaxed and laughed when they speak about future tolerable and intolerable challenges. Resistance to change is formed by some behaviors such as control, complain, critique, withdrawal, denial, and refusal. Feelings which are behind these behaviors include fear, confusion, and anger. Even when a person rationally understand commitment to change, may be fear was existed which its reason is indolence and dependence to previous solutions. When people understand their internal errors deeply, they will not repeat them and get rid of fear and confusion in dealing with changes. This is the deepest level of spiritual intelligence (George, 2006).

McGichi believed that some workshops including: intuition, prayer, creative visualization, creativity, different kind of management, establish a balance between aims, activity, and active and deep listening will helps to develop spiritual intelligence in organization. So people who have combined spiritual intelligence with their life, may have different lifestyles and abandon traditions because they want to live perfectly (As'harlous, 2011).

Conceptual model

In this study, after reviewing the theoretical background and literature, 82 components were identified as the components of spiritual intelligence which are based on the opinions of scholars such as Jami (2002), Nobel (2001), Vaughan (2003), McMullen (2003), Marshal and Zohar (2000), Vaughan (2002), Naseri (2007), Wolman (2001), King (2008), Smith (2005), Friedman H. & McDonald, Sisk and Amram (2009), Jahani (2010), and Wigglesworth. Then based on the compatibility with statistical population, Iranian and Islamic culture, 8 components were identified as the effective components. Identified factors were presented to 8 professor of management. And they were asked to provide their opinion about each of the factors. After collecting the experts questionnaires new factor “creating personal meaning” was identified as other factors affecting employees' Spiritual Intelligence. In fact the conceptual model presented in this study is a combination of factors identified in previous research and the view of experts. The conceptual model is presented as follow:

![Figure 1. The conceptual model](image-url)
METHODOLOGY

This research is an applied research because the results is useable in selected organizations which have been studied. From the perspective of collecting data, it is descriptive because the aim of researcher was collecting real, regular, objective data. And finally it is a survey study because researcher studied distribution and other characteristics of sample by field study.

Population and sampling

The statistical population encompasses all of employees of four educational and cultural centers include: Al-Mustafa International University, the Islamic Propagation Office of Qom Hawzah, Research Institute of Hawzah and University, and the Islamic Development Organization. The statistical population was 480 employees and the sample size was 214 by using Morgan table. 220 questionnaire were distributed and finally 209 questionnaire were collected. Each of four educational and cultural centers was considered as a cluster; and based on the division of numbers of employees of each cluster by total number of members of the statistical population, the numbers of questionnaire which must be distributed in each center was specified.

Validity

In this study to assess the validity at first it has been tried to use questionnaires that are related to the subject and to the extent possible provide simple and understandable questions. Initial questionnaire were reviewed by using comments of experts working in statistical population and experts of management in the cases of number of questions, the expression of questions, priority of questions, and the spectrum of response. Then the questionnaire was distributed among a number of employees in the statistical population which was university students to get their opinions about the distinctness of questions. over 70% of experts have agreed with the questions. Based on these, the questionnaire is valid.

Stability

In order to assessing stability, the Cronbach’s alpha coefficient was used. At first a pre-test was conducted in which 30 questionnaire were distributed among employees and then the Cronbach’s alpha was assessed. It was 0.823.

Goal

Main goal: ranking of components which affect employees’ Spiritual Intelligence in selected educational and cultural centers of Qom.

Research question

How the components which affect employees’ Spiritual Intelligence in selected educational and cultural centers of Qom are ranked?

Descriptive analysis of the data

Table 2 shows the frequency of respondents in the statistical population. From 209 questionnaires which were distributed, 94 questionnaires (about 45%) are related to Al-Mustafa International University, 42 questionnaires (about 20%) are related to the Islamic Propagation Office of Qom Hawzah, 43 questionnaires (about 20.5%) are related to Research Institute of Hawzah and University, 30 questionnaires (about 14.5%) are related to Islamic Development Organization. The most frequency is related to Al-Mustafa International University because of their good cooperation.

Education
As it is shown in table 3, about 50% of respondents have the education of masters and PhD. It implies the high degree of employees in the selected organizations.

Table 3. Frequency based on the education

<table>
<thead>
<tr>
<th>Cumulative frequency</th>
<th>Frequency percent</th>
<th>Frequency</th>
<th>Education</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.4</td>
<td>2.4</td>
<td>5</td>
<td>Higher education</td>
</tr>
<tr>
<td>52.2</td>
<td>49.8</td>
<td>104</td>
<td>Bachelor</td>
</tr>
<tr>
<td>91.4</td>
<td>39.2</td>
<td>82</td>
<td>Masters</td>
</tr>
<tr>
<td>100.00</td>
<td>8.6</td>
<td>18</td>
<td>PhD</td>
</tr>
<tr>
<td></td>
<td>100.00</td>
<td>209</td>
<td>Total</td>
</tr>
</tbody>
</table>

The ranking of these variables are shown in table 7.

Kolmogorov-Smirnov test

We use this test in order to ensuring that the variables are normal.

<table>
<thead>
<tr>
<th>Sig</th>
<th>Kolmogorov-Smirnov</th>
<th>Number</th>
<th>LA مرهنة</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>0.628</td>
<td>0.749</td>
<td>209</td>
<td>Belief in God and spirituality</td>
<td></td>
</tr>
<tr>
<td>0.607</td>
<td>0.762</td>
<td>209</td>
<td>Meaningfulness and aim in life</td>
<td></td>
</tr>
<tr>
<td>0.598</td>
<td>0.768</td>
<td>209</td>
<td>Self-awareness</td>
<td></td>
</tr>
<tr>
<td>0.453</td>
<td>0.858</td>
<td>209</td>
<td>Having transcendental goals in life and work</td>
<td></td>
</tr>
<tr>
<td>0.900</td>
<td>0.571</td>
<td>209</td>
<td>Spiritual and religious beliefs and practices</td>
<td></td>
</tr>
<tr>
<td>0.325</td>
<td>0.952</td>
<td>209</td>
<td>Aligning individual and organizational goal</td>
<td></td>
</tr>
<tr>
<td>0.576</td>
<td>0.780</td>
<td>209</td>
<td>Existential critical thinking</td>
<td></td>
</tr>
<tr>
<td>0.982</td>
<td>1.264</td>
<td>209</td>
<td>Creating personal meaning</td>
<td></td>
</tr>
<tr>
<td>0.793</td>
<td>0.650</td>
<td>209</td>
<td>Having spirit of serve</td>
<td></td>
</tr>
</tbody>
</table>

Everywhere that the sig is less than 0.05, the H₀ is rejected. Based on the table 5, all of the variables are normal.

Ranking of components of employees' Spiritual Intelligence

H₀: There is no significant difference among the existing status of component of employees' spiritual intelligence.

H₁: There is a significant difference among the existing status of component of employees' spiritual intelligence

<table>
<thead>
<tr>
<th>Calculated values</th>
<th>Statistical indicators</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>314.717</td>
<td>x²</td>
<td>8</td>
</tr>
<tr>
<td>0.000</td>
<td>Sig</td>
<td></td>
</tr>
</tbody>
</table>

Based on the table 6, the sig (0.000) is less than 0.05. So the H₀ is rejected and we can claim that there is a significant difference among the existing status of component of employees' spiritual intelligence. The ranking of these variables are shown in table 7.
As it is shown in table 7, the average rating of some variables are almost equal. So the approximate Friedman test was used for ranking these variables. The ranking were modified and showed in table 8.

Table 7. ranking of employees' spiritual intelligence based on the average rating and using variance analysis of Friedman

<table>
<thead>
<tr>
<th>Employees' spiritual intelligence</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.57 Self-awareness</td>
<td></td>
</tr>
<tr>
<td>6.27 Meaningfulness and aim in life</td>
<td>2</td>
</tr>
<tr>
<td>5.97 Aligning individual and organizational goal</td>
<td>3</td>
</tr>
<tr>
<td>5.87 Belief in God and spirituality</td>
<td>4</td>
</tr>
<tr>
<td>4.76 Existential critical thinking</td>
<td>5</td>
</tr>
<tr>
<td>4.39 Having transcendental goals in life and work</td>
<td>6</td>
</tr>
<tr>
<td>3.78 Creating personal meaning</td>
<td>7</td>
</tr>
<tr>
<td>3.76 Spiritual and religious beliefs and practices</td>
<td>8</td>
</tr>
<tr>
<td>3.65 Having spirit of serve</td>
<td>9</td>
</tr>
</tbody>
</table>

As it is shown in table 7, the variables "self-awareness" and "Meaningfulness and aim in life" have the highest average rating and the variables "Creating personal meaning", "Spiritual and religious beliefs and practices", and "Having spirit of serve" have the lowest average rating.

The results of this study have some similarity and differences with Zareimatin (2011). In his research the variables "Having spirit of serve" and "Meaningfulness and aim in life" have the lowest average rating. And similar to this research the variable "self-awareness" have a high average rating. So the managers of these centers should employ strategies that lead to increase spirit of serve among their employees. To meet this, it can be cited the extending of behaviors such as forgiveness, charity, and humility. Accordingly it requires a pattern which all employees had to follow it. One of the most influential people in the organization is manager. Researches show that employees who have experienced a spiritual life can increase and develop their selves and their organizations by the method which is consistent with organizational goals. Therefore, the development of spiritual in organization can increase creativity, integrity and trust, sense of personal engagement, organizational commitment, job satisfaction, job involvement, work ethic, and motivation of employees which all of these directly affect the improving of the organizational performance and effectiveness (Farhangi et al, 2006).

Proposals

Now, according to the findings, some issues that affect promotion of spirituality and spiritual intelligence in organization will be expressed and it requires that the managers have special attention to them. Solving common problems of organizations such as internal conflicts, violation of rights, and apathy in counteracting with clients, etc. in order to establish peace, job security, and people's satisfaction.

Activating formidable, capable, and faith employees in order to distribution of religious educations and preserve religious values.

Organizing training courses to enhance tolerance of job and life stress and presenting solutions to reduce stress.

Providing religious counseling based on a psychological approach by religious psychotherapy experts.

More familiarizing of employees to spiritual resources that they may not aware of it in order to solve the personal and work problems.

Developing and extending of behaviors and values such as forgiveness, charity, and humility and it requires a pattern which all employees had to follow it. Accordingly one of the most influential people in the organization are managers.

Formation of spiritual supporting groups "Religious workers" among employees for making consultation for each employee in facing with problems or in order to promotion of personal spirituality.

Spiritual intelligence can be increased with different exercises such as attention, emotional changes, and reinforce ethical behaviors. These exercises are not exclusively belong to a particular religion or spiritual
training. Although spiritual intelligence is related to cognitive, emotional, and ethical growth, but it is not be equal with them.

Allocating time to thinking.

Use of learning based on the problem in dealing with real problems.

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