

Establishing Linkages between Intelligence, Emotional and Spiritual Quotient on Employees Performance in Government Sector of Pakistan

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Abstract

This paper aims to investigate the effect of IQ (intelligence quotient) EQ (emotional quotient) and SQ (spiritual quotient) on employee performance in government sector of Pakistan. This study adopted Spiritual Intelligence Self-Report Inventory (SISRI) by D. King., Emotional quotient scale by Reuven Bar-On, Intelligent quotient factor analysis by Adrian Furnham, Religion Personality Index (MRPI) by Azimi Hamzah and Measurements of performance by Sarmiento, Beale & Knowles (2007). The data was collected from ministry, administration and directorates of Pakistan. The study administered and received all the 347 completed set of questionnaires (259 employees of grade 1-13, 72 employees of grade 14-18 and 16 employees of grade 19-22). SEM result of IQ, EQ and SQ shows that they have the significant and positive correlation with the performance of employees. SQ improves performance if the trainings regarding it are provided. Functions of Religion as a moderator in employee job performance. This research has extended knowledge in the workplace with SQ confirm that SQ is more important than the EQ and IQ in influencing the employee performance. The empirical findings of the study shows that organizations may formulate strategies and policies to improve performance of employees by encouraging and allowing the activities of spiritual quotient in the workplace, regardless of religion and spiritual beliefs, and thus facilitate the mutual understanding and respect. This is the only study that measured the impact of IQ, EQ and SQ on employee's performance with religion as a moderator.

Keywords: Intelligence quotient, Emotional quotient, Spiritual quotient, Religion, Performance, Pakistan, employees

1. Introduction

1.1 Background of the study

It is generally noted that people spend most of their time at work place and in work-related social and leisure activities to compartmentalize their lives into the domains such as work types, family and religion (Osman et al, 2013, Klerk, 2005). Anyhow, majority of employees search for meaning in their work (Brannan 2015), but due to constraints in time and knowledge, they are not able to fulfill their spiritual, intelligence and emotional needs. The concepts of spiritual and emotional needs are interrelated with humanistic environment (Garcia, 2003). To cope with this, a number of organizations provide humanistic environment to its employees as it is in the benefit of both the employees and the employers but they have not yet succeeded due to the paucity of available guidance and dearth of literature about Intelligence Quotient, Emotional Quotient and Spiritual Quotient (hereafter, IQ, EQ and SQ). Nevertheless, organizations always encourage this new trend.

A rising base of literature suggests that there are significant effects of IQ, EQ and SQ on employee's behavior generally and employee's performance specifically (Upadhyay 2015). In addition, religion also has a positive effect on employee's performance especially in decision making (Azimi, 2007; Noronha 2015). Despite this, there exists a research gap linking IQ, EQ and SQ on employee performance in developing countries like Pakistan as there is no single study available in this context (Asrar-ul-Haq, 2014). Scholars such as Osman (2013) and King (2010) agree that this area specifically lacks empirical research.

Hence, the present paper is much needed empirical research to establish the linkages among IQ, EQ and SQ on employee performance while using religion as a moderator by taking government sector of Pakistan as our case-study.

2. Review of Literature

2.1 Intelligence Quotient

The concept of IQ was given by William Stern in 1912 and is considered as the primary step of organization's performance as it includes the creativity of mind (Pan, 2006). IQ is the ability to think rationally, recall, learn, understand, solving the problem and then effectively implementing what one has learnt (Bell, 2014). IQ leads an organization towards better effective and efficient performance (Kilic 2013).

Gardner (1983), author of the 'theory of multiple intelligences', concurs, suggesting that the IQ movement is blindly empirical with little concern for the processes involved in intelligence tests. He further describes the IQ test as "the 'shotgun' approach to the assessment of human intellect" (Gardner, 1983, p. 18), noting that tests are usually unrelated to everyday life.

2.2 Emotional Quotient

EQ is knack to understand, sense and then the application of these emotions as the base for influence, connection, information and human energy (Johar, 2013). EQ is our ability to recognize emotions and feelings to motivate ourselves and then manage it in ourselves and dealing with others. According to Brooks (2006) emotional conditions are used as personal feelings to achieve, motivate and plain performance in an organization. Furthermore, Goleman et al. (2002) while examining the affect of emotions on the performance of organization finds that EQ helps in reducing the conflict in organization and resultantly increase the employees' performance. The success and failure of an organization can be determined by the emotional tone set by the executive interpersonal.

2.3 Spiritual Quotient

SQ is also called as the ultimate intelligence by Zohar and Marshall (2000), who place it at the top of a hierarchy, with EQ and IQ below it. The SQ of employees in an organization has silent but effective role on employee's performance. SQ is the ability to kill the ego before it kills the creativity and helps the employees to make their work more meaningful and ensue (George 2006). The need of SQ in organizations is to make employees whole, makes their work pre culture meaningful and SQ is the ability to kill the ego (George 2006). According to Zohar & Marshal (2004), SQ acknowledges us to know what we and our organizations are about. SQ gives purpose and meaning to life and allows us to build new possibilities. SQ acknowledges us to develop our 'IQ and EQ' in a united way to express our talent in the world. It helps not only to better our own lives but also other human beings (Mishra, 2014). It gives us a deep sense of knowing or of discovering the deepness or significance of things. (Zohar & Marshal 2000). The practices of SQ in an organization have the positive effect on employee's performance (karakas 2009). The existence of SQ in the organization will better creates self awareness, behavior, judgment of self-control, decision power, flexibility, adaptability, vision, consciousness, value, sense, and intuition of the employee. Therefore, SQ helps employee to evolve towards betterment of the organization (Zohar & Marshal, 2004; 2012). SQ will make the employees connected to the organization, making their work more meaningful and helps to lowered down personal ego via self reflection. These in turn will enhance individual potential and organizational performance. (George, 2006; Paloutzian, Emmons, & Keortge, 2003; Froidevaux, & Hirschi, 2015). Thus, SQ provides a basis for a kind of meta-strategic thinking strategic thinking that can stand back from and assess strategies themselves.

2.4 Religion

Religion is an organized and structural system of beliefs that gives meaning and sense to life. Religion gives the right way and generates self-control in humans. Religion is not only the set of beliefs but also guide to practice them in daily life. (2 citations)

Since, 97% population of Pakistan is Muslim and Islam being the most dominant religion, (Act 1973, Rafique & Anwar, 2014) religion in the present paper would be considered as Islam. Islam provides guidance for all aspects of human life, although some indication of a general nature.

Islam as a doctrine has contributed a lot to develop IQ EQ SQ in humans. The holy book Qur'an clearly positions the spiritual quotient as the part of the strategy to pure the heart. Islamic teachings and values are applicable in any situation place and time on Muslims as Islam has the strong concept of reward and punishment after death (Azimi 2007).

Hence, it can be clearly articulated that religion, Islam would affect the performance of an employee in an organization.

2.5 Performance

The applications of IQ, EQ and SQ can be used as an effective tool to increase the employees' performance. Arguably, employees are not only satisfied with compensation, rewards and benefits but they also need the utmost respect in organization and friendly-interaction with employees and managers. Therefore, Spiritual, Emotional and Intelligence environment can leads towards the better humanistic environment and resultantly increase the employees performance and satisfaction. (Saleh, Yaacob & Rosli, 2015; Duy, Thanh, Oanh, Tam, & Vu, 2015), Available limited studies also argued that thinking, soul, wisdom and emotions have effects on employee's performance. (George 2006, king 2008).

3. Linking IQ EQ SQ and Religion with Employees Performance

Joshanloo (2010) articulated that IQ, EQ and SQ are not linked with religion, contrarily, Gillian (2012) takes the opposite stance finding the linkages of IQ, EQ and SQ with religion mentions. While linking IQ, EQ and SQ with employee performance, it is noted that IQ helps the employees in reasoning, planning, problem solving, abstract thinking, understanding the idea, and learning and resultantly improve the level of performance (Koozbanani, 2013) While EQ makes the organization's environment satisfying and build optimistic relationship with employees, positively impacting the performance (Bar-on, 2006; Chopra 2010). In addition, if IQ is about thinking and EQ is about feeling, then SQ is about being. SQ is the capacity that allows an employee to live in synch with his/her true self, that silently strengthen the spirit of purity (Mc Mullen (2003) and hence effect the performance level.

IQ, EQ and SQ practices would be more prevalent and acceptable in the Muslim societies if Islamic values and teachings are added. (Osman et al 2013). According to Mohamed *et al* (2004), organizations may pay a heavy price if they will oversight these quotients.

Based on the literature review, this study proposes the following under-mentioned conceptual framework for Establishing Linkages between Intelligent, Emotional and Spiritual Quotient on Employees Performance in Government Sector of Pakistan. The independent variables, IQ, EQ and SQ are related to dependent variable, employees' performance, whereas religion acts as a moderating variable (Figure 1).

H1 Intelligence Quotient positively effects employee performance.

H2 Emotional Quotient positively effects employee performance.

H3 Spiritual Quotient positively effects employee performance.

H4 Religion moderates the influence of intelligence quotient, emotional quotient and Spiritual quotient on employee performance.

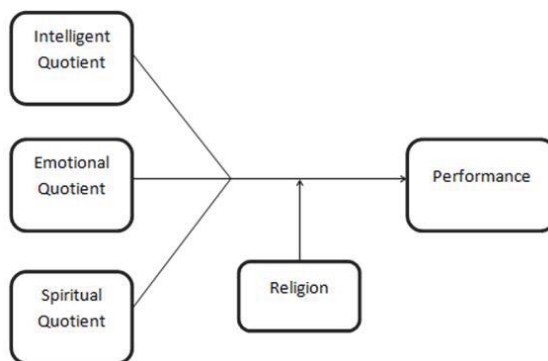


Figure 1: Conceptual Framework

Source: The Author (2015)

Table No 1: Selected Grades wise respondent

	1-13 Grade	14-18 Grade	19-22 Grade	Total respondents
Ministry	27	20	8	55
Administration	92	23	5	120
Directorate	140	29	3	172
Total	259	72	16	347

4. Methodology

4.1 Population and sampling Procedures

The study used quantitative approach applying survey method based on primary data, gathered from the 33 government departments and 71 directorates through a comprehensive and well designed questionnaire and 42 indicators under categories of Intelligence quotient, emotional quotient, spiritual quotient, religion and performance. Then random sampling technique is applied in stratified sample to dig out the required information for this study.

4.2 Research Instruments and study measures

All questions except for respondents' background were based on a five-point scale. The instrument incorporated several established measures. The variables of Intelligence quotient were developed from Adrian Furnham (1999). Emotional quotient scale (EQs) was adopted from Reuven Bar-On (2006). Spiritual Intelligence Self-Report Inventory (SISRI) was used to measure SQ. SISRI was hired from King (2008). For measuring the religion, this research adopted "religiosity personality index" measured by Azimi et-al (2007). Lastly, to measure the employees' performance, 8 items were adopted from Sarmiento et al. (2007).

The research instrument comprised of three sections: Section A aimed to get data regarding IQ, EQ, SQ and religion while Section B gathered data on Employees' performance and section C solicited information regarding the respondent.

4.3 Cronbach's Alpha Test

Before putting the data for various analyses, it is worthy to apply Cronbach's alpha to test the reliability of the data. Cronbach's alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. A "high" value of alpha is often used (along with substantive arguments and possibly other statistical measures) as evidence that the items measure an underlying (or latent) construct. Technically speaking, Cronbach's alpha is not a statistical test; it is a coefficient of reliability (or consistency). Cronbach's alpha can be written as a function of the number of test items and the average inter-correlation among the items. Below, for the purpose of the concept, we show the formula for standardized Cronbach's alpha test:

$$\alpha = \frac{N \cdot \bar{c}}{\bar{v} + (N - 1) \cdot \bar{c}}$$

As far as our data is concerned, It was 0.656 (Table 1) which was quite encouraging figure to put the data for further statistical analysis.

Table 2: Cronbach's Alpha Test

Cronbach's Alpha	No of Items
0.656	42

The value Cronbach's Alpha is greater than 0.5 which shows internal consistency in all 42 items is quite encouraging. Cronbach's alpha was separately applied on 5 variable with is motioned in Table no 3.

Table 3: Cronbach's Alpha for each variable

Variables	Cronbach'sAlpha	No of Items
Intelligence Quotient	0.62	4
Emotional Quotient	0.57	6
Spiritual quotient	0.67	12
Religion	0.59	12
Performance	0.83	8

5. Results

5.1 Demographic profile of the respondents

There were 347 sets of questionnaires completed for this study. This means, there are 347 employees, 82.70% are males and 17.30% are females, about 24.49% were up to 30 years old employees, 27.67% were 31 to 40 years old employees, 30.55% were 41 to 50 years old employees and 17.29% were 51 to 60 years old employees. In total 1.72% of the respondents possessed secondary high school, 48.13% possessed bachelor's degree, 49.57% had master degree and 0.58% have completed doctoral degree. Overall, there were 74.64% of the respondents who served in 1-13 grades, 20.75% were in 14-18 grades and the remaining 4.61% was in 19-22 grades in their respective organization. 12.68 respondents worked for less than three years, 19.31% respondents of total service length is 4 to 5 years, 29.68% of respondents have 6 to 10 years of experience, 31.12% respondent have 11 to 15 years of experience and 7.21% of the total respondents had experience of more than 16 years. In term of place of jobs, 15.85% of the respondents worked in Ministry, 34.58% have work in Administration; the remaining 49.57% work in Directorate (Table 3).

5.2 Factor analysis

Factor analysis was conducted to identify whether the interdependent questions refer specifically to IQ, EQ, SQ and performance groups, respectively. If the question is loaded correctly with the corresponding factor then the questions were set appropriately. As can be seen in Table No 4, all IQ, EQ, SQ, religion and performance items are loaded correctly to their corresponding factors. The Kaiser-Mayer-Olkin (KMO) measure of sampling adequacy value is 0.866 and the χ^2 approximation for Bartlett's test of sphericity significant at P0.000. These two statistics confirm that no variable should be dropped and all are suitable for the factor analysis.

5.3 SEM

Using data from overall employees, it is confirmed statically that IQ, EQ, and SQ have a significant positive relationship with work performance. Since the coefficient of SQ is higher than EQ and IQ, it can be understood that better spiritual condition influences employees more to achieve a better performance compared with performance in ritual activity. In other words, believing that one is always monitored by God (ihsan) is giving a better impact than just performing ritual activity of a religion. The model developed could explain approximately 28.0 per cent of variation in performance. Model fit indices like GFI, CFI, and RMSEA all confirm that the model developed is able to fit the data. The next step is running the SEM analysis for 1-13 grade, 14-18 grade and 19-22 grade separately to find out whether religion has a moderating effect upon employee performance. Figure 3 shows the SEM results 1-13 grade of employees. The coefficients of spiritual quotient increase significantly from 0.28 to 0.32 and intelligence quotient and emotional quotient are decres from 0.30 to 0.14 and 0.26 to 0.16. In addition, the coefficient of determination also improves from 0.28 to 0.31, which means that 31.0 per cent of variance in dependent variable can be explained by the model developed.

The results on 14 to 18 grade employees; data show the coefficients of IQ, EQ, SQ are decres from all 1-22 grade employees and that's negativity effect dependant variable which is decrease 0.28 to 0.24 (see figure 2 & 4) but 1-13 grade employees IQ, EQ level is less than 14-18 grade employees but SQ is decrease from 32 to 18, The dependant variable (performance) also decrease from 31 to 24, means SQ have more significant effect on performance either then IQ & EQ. However, the results on 19 to 22 grade employees' data show the opposite. SQ coefficients decrease significantly from 0.28 to 0.14. In fact, the coefficient of IQ, EQ increase 0.30 to 0.32 and 0.26 to 0.28. Furthermore, according to its new R2, the model now can only explain 19 % of variation in dependent variable (see Figure 5). These

confirm the hypothesis mentioned earlier that religion is a moderating variable for employees' job performance.

Table No 3: Demographic profile of the respondents

Demographic factor	Total	%
Gender		
Male	287	82.70
Female	60	17.30
Age		
Up to 30 years old	85	24.49
31-40 years old	96	27.67
41-50 years old	106	30.55
51-60 years old	60	17.29
60 years and above		
Level of education		
Secondary high school	6	1.72
Bachelor's degree	167	48.13
Master degree	172	49.57
Doctoral degree	2	0.58
Current position		
1-13 Grade	259	74.64
14-18 Grade	72	20.75
19-22 Grade	16	4.61
Total Service length		
Less than or equal to 3 years	44	12.68
4-5 years	67	19.31
6-10 years	103	29.68
11-15 years	108	31.12
16 years and above	25	7.21
Current service length		
Less than or equal to 3 years	19	5.48
4-5 years	97	27.95
6-10 years	124	35.74
11-15 years	71	20.46
16 years and above	36	10.37
Employees		
Ministry	55	15.85
Administration	120	34.58
Directorate	172	49.57

Table No 4: Factor analysis result

	Intelligence Quotient	Emotional Quotient	Spiritual Quotient	Religion	Performance
IQ2	0.559				
IQ4	0.645				
EQ5					
EQ7					
EQ10		0.644			
SQ11		0.654	0.648		
SQ12		0.507	0.686		
SQ14			0.655		
SQ15			0.555		
SQ16			0.516		
SQ19			0.634		

SQ21	0.547	
SQ22	0.604	
REL23		0.541
REL24		0.641
REL25		0.587
REL27		0.692
REL28		0.518
REL30		0.532
REL31		0.709
REL32		0.519
PER35		0.745
PER37		0.582
PER38		0.529
PER40		0.625
PER41		0.701
Per42		0.654

Notes: KMO= 0.866; χ^2 approximately for Bartlett's test = 24,419.9 (p-value = 0.000)

6. Discussion and Conclusion

The purpose of the study was to examine the influence of IQ, EQ and SQ on employee's performance in organization. The result from SEM analysis showed that IQ, EQ and SQ have a significant positive relation with job performance for all employees (i.e. 1-13 grade, 14-18 grade, 19 to 22 grade), and religion moderates the relationships.

This finding is consistent with previous studies. For instance, Osman *et al.*, (2013), found religiosity and spirituality have positive effect on performance, while, Adrian Furnham (1999) and Bar-on (2006) reported that the employees in his study IQ and EQ have positive effect employees. Zohar & Marshal (2000), and King (2008) also found SQ have positive effect on employees, Another finding of the present study is that the coefficient of SQ is more effective then IQ and EQ on employees performance, which indicated that better SQ in employees more to show better performance compared with IQ and EQ. it is found that religion is a moderating variable for employees performance. This result supports previous studies that there is a significant positive relationship between SQ with religion (Kwilecki 2009) and in the workplace (George 2006) in the leadership (Hyson 2013),

This particular study has provided a new input to knowledge in the field of IQ, EQ and SQ. it has extended the knowledge of SQ at workplace by not only confirming the previous studies but also by confirming that SQ is more significant than IQ and EQ in influencing employees performance.

The limitation of this study is that to examined IQ, EQ and SQ at the grade level, not at organizational level. Another limitation is that this study research did not analyse all of the factor analysis results. Different measurements of IQ, EQ and SQ may be applied, Hopefully, findings from this study will trigger more research interests in future among the scholars of relevant fields of study

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