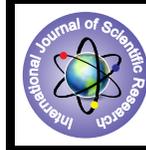


Impact of Spiritual Intelligence and Mindfulness on Organizational Citizenship Behavior



Management

KEYWORDS : Mindfulness, Organizational Citizenship Behavior, Spirituality, Spiritual intelligence.

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ABSTRACT

Spiritual intelligence, Mindfulness and Organizational Citizenship behavior (OCB) play a vital role in the organizational context as these characteristics address unique and positive aspects of an individual and organizational performance. The purpose of this study was to explore the relationship among spiritual intelligence, mindfulness and OCB. The findings show that there exist statistically significant positive relationship among spiritual intelligence, mindfulness and OCB. Also, the results indicate that both spiritual intelligence and mindfulness can be recognized as key drivers of OCB. The findings provide further insight to managers on the importance of spiritual intelligence and mindfulness towards increasing OCB of employees which will have many positive benefits to organizations including better performance.

INTRODUCTION

Spirituality is the basic feeling of being connected with one's complete self, others, and the entire universe. Spiritual intelligence is the expression of innate spiritual qualities through thoughts, attitudes and behaviors of an individual. Mindfulness can be explained as a state of full involvement and attention on the present moment. Spiritual intelligence and mindfulness influences people for working hard and engage in extra-role behavior which is known as organizational citizenship behavior (OCB). People who are engaged in OCB go beyond predetermined job description and try their best to achieve desired organizational goals such as efficiency, effectiveness, profitability, and productivity. Despite the growing interest around the role of spirituality, not many quantitative research exist in analyzing the relationship among the spirituality related characteristics of spiritual intelligence, mindfulness and OCB. This study, therefore, focuses on exploring the influence of spiritual intelligence and mindfulness on OCB. The key questions addressed are: Is there a significant relationship between (i) Spiritual intelligence and OCB (ii) Mindfulness and OCB and (iii) Spiritual intelligence and mindfulness?

LITERATURE REVIEW

Spiritual Intelligence

Spiritual intelligence is the ability to act with wisdom and compassion, while maintaining inner and outer peace, regardless of the circumstances. Spiritual intelligence is the way we assign meaning and feel connected to the power of larger than ourselves (Subramaniam & Panchanatham, 2014). Spiritual intelligence expands one's capacity to understand others at the deepest level. Zohar and Marshal (2001) defined Spiritual intelligence as the intelligence with which we solve problems of meaning, place our actions in a broader context, and decide that one course of action is more meaningful than another. When an individual feels connected with self, others, and the organization, optimal performance is achieved, thus rendering the organization a success (Subramaniam and Panchanatham, 2013).

Emmons (2000) developed seven dimensions as follows: (1) Divinity: sense of divine source of energy or awesome wonder of natural phenomena. (2) Mindfulness: attention paid by individual to bodily processes such as conscious eating and exercises like Yoga. (3) Extrasensory Perception: experiences pertaining to sixth sense of people and supernatural matters (4) Community: participating in social practices like charitable organizations (5) Intellectuality: commitment of people to reading about spiritual matters, (6) Trauma: crisis oriented stimulus to spirituality or pressure caused such as illness (7) Childhood spirituality: childhood spiritual experiences like attending religious services.

Mindfulness

Mindfulness means being aware of what you are doing while you are doing it. Mindfulness involves the effort to attend, non-judgmentally, to present-moment experience and sustain this attention over time, with the aim of cultivating stable, non-reactive, present-moment awareness. According to Jon Kabat-Zinn (2003), mindfulness is simple awareness of the present moment. It is the practice of paying careful attention to what is happening in the now, whether it is a sight, sound, taste, or smell, and a sensation in the body, thought or emotion. It is observation without attachment or judgment. He outlined seven attitudinal qualities that form the basis for mindfulness practice: non-judging, patience, beginner's mind, trust, non-striving, acceptance, and letting go. Extensive research has been done in the health and psychological disciplines around mindfulness and mindfulness-based interventions.

Organizational Citizenship Behavior

Organ (1988) first stated the concept of extra-role behavior which is termed as organizational citizenship behavior. Examples of OCBs include punctuality, helping other employees, volunteering for things that are not required, making innovative suggestions etc. OCB is essentially the activities employees take that are above and beyond what is expected of them, which do not give them any explicit reward (Davoudi, 2012). According to Podsakoff et al. (1997), this widespread interest in OCB stems from the fact that OCB contributes to improved organizational effectiveness. Experiences reveal that employees render behaviors which are not officially necessary but result in benefits to organizations.

By reviewing the relevant literature of OCB, lack of consensus about the dimensions of the construct is inferred. However among the different forms of citizenship behavior that are being identified by researchers, five major dimensions have been chosen as below:

Altruism: Voluntary actions that help a fellow employee in work related problems.

Sportsmanship: Willingness to tolerate inevitable inconveniences and impositions that result in an organization without complaining and doing with a positive attitude.

Helping Behavior: The discretionary enactment of thoughtful and considerate behaviors that prevent work related problems for others.

Conscientiousness: Pattern of going well beyond minimally required role and task requirements.

Civic virtue: Voluntary participation in, and support of organizational functions of both professional and social nature.

RESEARCH OBJECTIVES

The main objective of this study was to determine the relationship among Spiritual intelligence, Mindfulness and OCB. Accordingly, following hypothesis have been developed:

H1:There is a significant positive relationship between Spiritual intelligence and OCB.

H2: There is a significant positive relationship between Mindfulness and OCB.

H3:There is a significant positive relationship between Spiritual intelligence and Mindfulness.

RESEARCH FRAMEWORK

The conceptual framework is as shown in Figure 1 below:

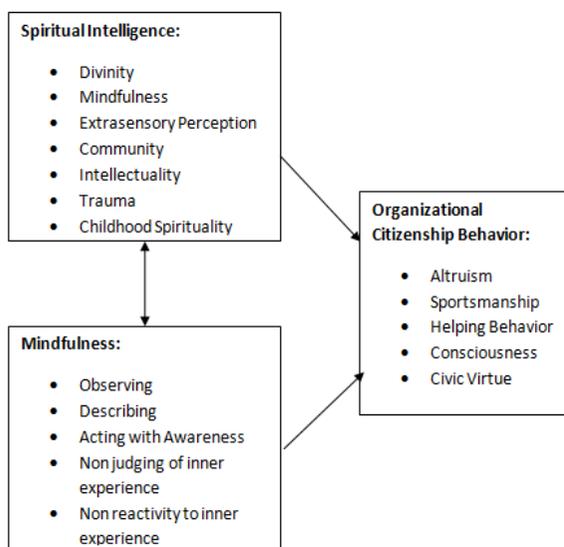


Figure 1: Conceptual framework of the study

RESEARCH METHODOLOGY

The methodology adopted was descriptive field study based on survey research. This study depends mainly on the primary data collected through the research instrument which was a well-framed and structured questionnaire to elicit the well-considered opinions of the participants. The study was confined to the participants chosen randomly from the Advisers, Business Associates and managerial staffs of the local branch of a large private sector Insurance Company in the city of Coimbatore in India. Questionnaires were distributed and responses (n=97) obtained in a rational manner.

Measurement

Wolman's (2001) online self-reporting PsychoMatrix Spirituality Inventory (PSI) measuring scale was used to measure participants' level of spiritual intelligence. PSI incorporated seven factors viz. divinity, mindfulness, extrasensory perception, community, intellectuality, trauma and childhood spirituality. Mindfulness was measured using the Five Facet Mindfulness Questionnaire (FFMQ). This scale measures five separate factors of mindfulness: observing, describing, acting with awareness, non-judging of inner experience, and non-reactivity to inner experi-

ence (Baer et al. 2006). OCB was measured using supervisory rating. OCB scale comprised of 24 items relating to five dimensions (altruism, sportsmanship, helping behavior, conscientiousness and civic virtue).

Measurement was made on a 5 point Likert scale ranging from Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree. Confirmatory Factor Analysis (CFA) was used to investigate the construction of the questionnaire and confirmed that all the mentioned criteria have been measured in these questionnaires. The Cronbach's alpha reliability coefficient of the variables Spiritual Intelligence, Mindfulness and OCB were 0.94, 0.85 and 0.89 respectively, which indicated that all the scales demonstrated high degree of reliability.

RESULTS AND DISCUSSIONS

Analysis of the collected data from questionnaires was carried out using descriptive statistical methods (SPSS). The data were normally distributed. There were no gender differences in results and so combined responses for males and females were used in the data analysis. Pearson Correlation Coefficient at 0.05 level of significance was the statistical tool employed in the study to examine the contents of Spiritual Intelligence and Mindfulness (independent variables) and OCB (dependent variable).

As shown in Table-1, the evaluated p-value was 0.000 indicating that the correlation between Spiritual Intelligence and OCB, Mindfulness and OCB and Spiritual Intelligence and Mindfulness were significant, positive (0.81, 0.77 and 0.89 respectively), and all the hypotheses were accepted with 95% confidence.

Table 1: Results of Spiritual Intelligence, Mindfulness and OCB–Correlation Analysis

Independent Variable	Dependent Variable	n	r	p *
Spiritual Intelligence	OCB	97	0.81	0.000
Mindfulness	OCB	97	0.77	0.000
Spiritual Intelligence	Mindfulness	97	0.89	0.000

***Significant at 0.05 level**

Hence, all the hypotheses of the study are confirmed and it can be concluded that there is a significant and positive relationship among Spiritual intelligence, Mindfulness

CONCLUSION

The aim of this study was to explore the relationship among-spiritual intelligence, mindfulness and OCB of employees in an organization. The results reveal that spiritual intelligence has a significant positive influence on OCB and the hypothesis is consistent with the study. Confirmation of this hypothesis implies that managers of organizations should prepare appropriate atmosphere to increase spiritual intelligence and mindfulness in order to engage employees in extra-role behavior. When employees see that appropriate situations are provided, they work harder than before to reach organizational objectives. Results of the study provide further insight to managers on the importance of spiritual intelligence and mindfulness towards increasing OCB of employees which results in many positive benefits to organizations including improved organizational performance.

It is suggested that organizational leaders should try to inject spirituality in organizational vision, mission and policies in such a way that employees can realize true meaning in their jobs, experience community feeling and align their personal values with organizational values, which in turn will lead to higher spiritual intelligence and better organizational performance. However, in spite of its positive findings, this study has certain limitations that must be acknowledged. Firstly, the sample selected for the study involves only staffs working in a small branch of a large

insurance company in India. Hence, generalizations of findings may not be done until the sample includes several other branches of the organization in other regions as well. Secondly, the data have been collected from employees of a private sector insurance industry which restrict the generalization of the findings in different other industries and public sector units. Further, researchers are encouraged to drive the area of spiritual intelligence, mindfulness and OCB by conceptualizing and measuring spiritual intelligence and mindfulness in Indian context through qualitative and quantitative approach.

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