



# Investigating the Relationship between Psychological Capital and Spiritual Intelligence with the Employees' Performance of an Organization

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**Abstract:** *Regarding the high importance of the impact of spiritual intelligence and psychological capital on the performance of individuals and consequently on the performance of organizations, this study was conducted aiming to evaluate the role of spiritual intelligence and psychological capital on organizational performance. This study was of descriptive-correlation type in which all employees of an organization including 117 people were studied. Data collection tool in this study included spiritual intelligence questionnaire, psychological capital questionnaire and employees' performance. Data analysis of this research and testing its hypotheses were performed by Excel, SPSS 19, and R software. The findings indicated that there was a significant positive relationship between employees' performance and psychological capital as well as the employees' performance and spiritual intelligence. On the other hand, the results showed that except in the subscale of expanding consciousness state, there was a significant and positive relationship between psychological capital and spiritual intelligence in other subscales.*

**Keywords:** *Psychological Capital, Employees' Performance, Spiritual Intelligence.*

## INTRODUCTION

In each organization, a series of goals and final results are defined according to which the duties of each one of the employees are specified. Thus, the employees of an organization have a series of duties that they should try within the framework of the rules and requirements governing the organization to fulfill them, and it is in relation to the fulfillment of the employees' duties that the performance is proposed (Armstrong, 1994). Numerous factors affect the organizational performance of the employees that in a general classification, these factors are divided into two types of behavioral and process factors; in both of which the individual characteristics and properties of the employees have role. Most experts and researchers who have studied in the field of organizational performance have considered an outstanding role for the factors and characteristics of employees that the most important of them are: ability in the work domain (knowledge and experience), cognition, motivation or willingness and adaptation (Jalali 1998). These individual characteristics are in turn influenced by other employees' abilities such as: intelligence and innate talent. On the other hand,

intelligence has various dimensions, and the spiritual intelligence represents a set of spiritual abilities, capacities, and resources that applying them in the daily life can enhance one's adaptability. Spiritual intelligence, particularly its role in solving existential problems and finding meaning and purpose in the practices and the events of daily life has been emphasized in the existing definitions (Zohar and Marshall, 2000).

Today, contrary to the traditional view that considered only elements such as economic capitals and physical characteristics of human resources affecting the employees' performance and organizations' success, the role of psychological capital has also been highly regarded in this area by researchers, because without considering and applying the potential capacities of psychological capital, optimal utilization of other available capitals is not possible. Psychological capital is in fact a construct composed of various psychological resources such as self-efficacy, hope, optimism, and resilience. In this regard, Luthans concluded in his conducted researches that by improving and strengthening psychological capital in the organization, its performance can be promoted by at least 10% (Luthans et al., 2007). Therefore, psychological capital has been recognized as a factor affecting the organizational behavior and the performance of employees. On the other hand, spiritual intelligence has been considered to the extent that sciences such as neuroscience have studied and analyzed it because neuroscience is now moving beyond the framework of hypotheses, and hence the functions of the brain can be discovered and ultimately the functions of the brain can be related to the various experiences, thoughts, and feelings of human. The result of such researches is that the brain is actually the position of experiences, thoughts and emotions. Neuroscience claims that the spiritual intelligence theory has a biological basis. Spiritual intelligence integrates the external aspects of intelligence with the internal aspects of spirituality and creates an extraordinary capacity within the individual in a way that he can use spirituality in a practical way (Young and Mau, 2007). Spiritual intelligence is related to the internal life of the mind and the self and its relationship with the world, and includes the capacity to deeply understand the existential questions and insight towards multiple levels of consciousness. The awareness of the self as the context and field of being or life power involves a creative evolution. Spiritual intelligence emerges in a consciousness form, and becomes the ever-growing awareness of matter, life, body, mind, self, and soul. So, spiritual intelligence is something more than one's mental ability and connects an individual to the beyond of the individual and to the soul. In addition, spiritual intelligence is beyond conventional psychological growth; hence self-awareness includes the awareness of the relationship with: transcendent being, other people, the earth, and all beings (Ghobari Bonab and Khakshour, 2013). Spiritual intelligence is the ability to utilize and manifest spiritual resources, values, and qualities in a way that it can promote daily function and (physical and mental health) comfort. Since the type of employees' behavior and attitude reflects the success or the impact of spiritual intelligence on the quality of life, effective communication with others, and encountering the individual and social duties and roles have been well explained in numerous researches (Stevens, 1996). This study was conducted aiming to evaluate the role of spiritual intelligence and psychological capital on the organizational performance.

## **Methodology**

This study was of descriptive-correlation type in which all employees of an organization including 117 people were studied. Data collection tool in this study included Spiritual Intelligence Questionnaire (King, 2008), Psychological Capital Questionnaire (Luthans et al., 2007), and Employees' Performance.

The Spiritual Intelligence Questionnaire is a self-assessment scale whose main form consists of 83 items that in the present research, its 24-article short form was used. The questionnaire has 24 items and has four subscales: Critical Existential Thinking, Personal Meaning Generation, Transcendent Awareness, and Expanding Consciousness State. The higher score an individual gets in this questionnaire, the more spiritual intelligence he has. The King's Spiritual Intelligence Questionnaire consists of 24 articles and aims to measure the ratio of spiritual intelligence from various dimensions (Critical Existential Thinking, Personal

Meaning Generation, Expanding Consciousness State, and Transcendent Awareness). Its scoring spectrum is based on the Likert's 5-option that varies from completely inaccurate (0 points) to completely accurate (4 points). Of course, this scoring method is reverse about the question number 6. The subscales of this questionnaire also include Critical Existential Thinking (7 questions), Personal Meaning Generation (5 questions), Transcendental Awareness (7 questions) and Extending Consciousness State (5 questions). In the research of Raghieb et al. (2010), using Cronbach's alpha coefficient, the reliability of this scale was estimated to be 0.88. The face and content validity of the scale were confirmed by psychologists. For estimating convergent validity, Ghobari Bonab's Spiritual Experience Questionnaire was used simultaneously that the correlation coefficients of these two questionnaires were obtained as 0.66. First time, the exploratory factor analysis and confirmatory factor analysis were used to calculate the construct validity of the scale. The obtained results showed that this scale is a reliable tool for measuring spiritual intelligence and, considering the appropriate validity and reliability, it can be used in the educational and research environments such as university.

Psychological Capital Questionnaire (PCQ) was used to measure psychological capital in this study (Luthans et al., 2007). The questionnaire is made up of standard values that have been widely used for constructs that measure hope, resilience, optimism, and self-efficacy, and the validity and reliability of these subscales have also been proven. This questionnaire consists of 24 questions that each subscale includes 6 items, and the subject responds to each item in a 6-point (I disagree completely to I agree completely) Likert's scale. To obtain the psychological capital score, at first each subscale score is calculated separately and then their mean is considered as the total score of psychological capital. Confirmatory factor analysis results indicated that this test has the factors and structures desired by the test makers. In fact, the results of factor analysis confirmed the validity of the test structure. The six-factor model has better fitness with the data and is more coordinated with the theoretical model. The Chi-square ratio of this test is 24.6 (Luthans et al., 2007). In the research of Khosroshahi et al. (2012) its reliability and validity ratio were respectively obtained 0.85 and 0.79. In order to evaluate the employees' performance, the evaluation performed by the Evaluation Unit of Naja Border Guard Headquarter for the three types of employees, minor managers and senior managers was also used. This evaluation consists of 200-score indicators that include poor: below 99, moderate: between 99 and 150, well: between 150 and 199, and excellent: between 199 and 200.

The data analysis of this research and testing its hypotheses were performed by Excel, SPSS, version 19, and R software in a way that the data provided by the databases was first sorted in SPSS software and analyzed according to the need in one of the SPSS and R software. The statistical knowledge used in the statistical analysis of this research includes descriptive statistics to describe and present the statistical characteristics of variables and parameters, as well as presenting tables about data and tests (without deduction and only for classification) and inferential statistics including coefficients estimation. In this research, T, F, and Determination Coefficient ( $R^2$ ) were used to test the research hypotheses and also to investigate the overall validity of regression and the power of regression justification.

## **Findings**

In this study, totally 117 individuals from an organization were studied and answered the questions of the questionnaire. The obtained results about the reliability of the questionnaires and their subscales were higher than 0.7, which confirmed the reliability of the questionnaires. Descriptive statistics of the research variables indicated that in all subscales, the ratio of spiritual intelligence has been lower than 2.5, and for psychological capital has been higher than 3.5. Also, the mean performance of the employees was obtained approximately 182.69 that according to the explained classification, the employees' performance was reported in the range of 150 to 199, which was well (Table 1).

**Table 1:** Descriptive Statistics of Research Variables

		Mean	Standard Deviation	Minimum	Maximum
Spiritual Intelligence	Critical Existential Thinking	2.227	0.6082	0.83	3.86
	Personal Meaning Generation	2.45	0.76079	0	4
	Transcendent Awareness	2.1822	0.5966	1	4
	Expanding Consciousness State	1.947	0.60268	0.2	3.4
Psychological Capital	Self-Efficacy	4.45	0.82	1	6
	Hopefulness	4.057	0.83	1	6
	Resilience	3.948	0.7422	2	6
	Optimism	4.1328	0.67644	2.33	6
Employees' Performance		182.69	9.7489	160	199

To investigate the hypothesis that there is a significant relationship between spiritual intelligence and employees' performance, the regression of employees' performance against spiritual intelligence was used. Regression presuppositions should therefore be investigated. Initially, by Jarque-Bera test, the normality of regression error was investigated that the obtained results showed the normality of errors ( $p = 0.05714$ ). Watson Durbin test was also used to investigate the presupposition of the self-correlation of errors that the obtained results indicated the self-correlation of errors ( $p = 0.00$ ). Also, the results of Breusch-Pagan test for the hypothesis model showed that the homogeneity of variances was established ( $BP = 6.012, p = 0.1983$ ). The obtained results about the first hypothesis have been presented in Table 2. According to the results, t statistic (2.37) showed that the critical existential thinking in this model at 95% confidence level was statistically significant because first of all the absolute values of this statistic were higher than 1.96, and secondly, the P value (0.0177) was also lower than 5%. Thus, there was a significant relationship between the subscale of critical existential thinking and the employees' performance. Also according to the results, the t statistics (2.12) showed that personal meaning generation in this model at 95% confidence level was statistically significant because first of all, the absolute values of this statistic were higher than 1.96, and secondly the P value (0.034) was also lower than 5%. Thus, there was a significant relationship between the subscale of personal meaning generation and the employees' performance (Table 2). According to the results, t-statistic (3.58) showed that transcendent awareness in this model at 95% confidence level was statistically significant because first of all the absolute values of this statistic were higher than 1.96, and secondly the P value (0.00034) was also lower than 5%. Therefore, there was a significant relationship between the subscale of transcendent awareness and the employees' performance. Also according to the results, the t-statistic (2.071) showed that the expanding consciousness state in this model at 95% confidence level was statistically significant because first of all the absolute values of this statistic were higher than 1.96, and secondly the P value (0.038) was also lower than 5%. Therefore, there was a significant relationship between the subscale of expanding consciousness state and the employees' performance. Thus, considering that all subscales had a significant relationship with the employees' performance, it can be said that there was a significant relationship between the spiritual intelligence and the employees' performance.

**Table 2:** Results of the First Hypothesis

Model	$P = \beta_0 + \beta_1 T + \beta_2 M + \beta_3 A + \beta_4 B + \epsilon$ P=Performance T= Critical Existential Thinking M= Personal Meaning Generation A= Transcendent Awareness B= Expanding Consciousness State					
	Variables	Variable Coefficients in the Model	Error Standard Deviation	T Statistics	P-Values	Result
Model of the First Hypothesis	Y-Intercept	181.47	4.1094	161.44	0.000	Significance in the Model
	T	0.8183	2.2006	2.37	0.0177	Significance in the

						Model
	M	0.1838	1.526	2.12	0.034	Significance in the Model
	A	0.2977	2.2386	3.58	0.00034	Significance in the Model
	B	0.1251	1.7742	2.071	0.038	Significance in the Model
Determination Coefficient=0.5423						

To investigate the second hypothesis of this study, the hypothesis that there is a significant relationship between psychological capital and employees' performance, the employees' performance regression against psychological capital was used. Regarding this hypothesis similar to the first hypothesis, the regression presuppositions were investigated and the obtained results showed the normality of errors; the errors were self-correlated and the variances were homogeneous. The results obtained from the second hypothesis have been presented in Table 3. According to the results, the t-statistic (3.677) showed that self-efficacy in this model at 95% confidence level was statistically significant because first of all the absolute values of this statistic was higher than 1.96, and secondly the P value (0.0002) was also lower than 5%. Therefore, there was a significant relationship between the subscales of self-efficacy and the employees' performance. Also according to the results, the t-statistic (2.787) showed that hopefulness in this model at 95% confidence level was statistically significant because first of all the absolute values of this statistic were higher than 1.96, and secondly the P value (0.004) was also lower than 5%. Therefore, there was a significant relationship between hopefulness and the employees' performance. According to the results, the t-statistic (2.976) showed that the resilience in this model at 95% confidence level was statistically significant because first of all the absolute values of this statistic were more than 1.96 and secondly the P value (0.00292) was also lower than 5%. Therefore, there was a significant relationship between the resilience subscale and the employees' performance. Also according to the results, the t-statistic (2.295) showed that optimism in this model at 95% confidence level was statistically significant because first of all the absolute values of this statistic were higher than 1.96 and secondly the P value (0.021) was also lower than 5%. Therefore, there was a significant relationship between the optimism subscale and the employees' performance. Thus, considering that all subscales had a significant relationship with the employees' performance, it can be said that there was a significant relationship between the psychological capital and the employees' performance.

**Table 3:** Results of the Second Hypothesis

	Model	$P = \beta_0 + \beta_1 K + \beta_2 O + \beta_3 V + \beta_4 S + \epsilon$ P=Performance K=Self-Efficacy O= Hopefulness V=Resilience O=Optimism				
	Variables	Variable Coefficients in the Model	Error Standard Deviation	T Statistics	P-Values	Result
Model of the Second Hypothesis	Y-Intercept	175.246	6.315	27.75	0.0000	Significance in the Model
	K	2.579	1.537	3.677	0.0002	Significance in the Model
	O	1.232	1.566	2.787	0.004	Significance in the Model
	V	1.626	1.666	2.976	0.00292	Significance in the Model
	S	1.947	1.504	2.295	0.021	Significance in the Model
Determination Coefficient=0.5123						

To investigate the third hypothesis of this study, the hypothesis that there is a significant relationship between psychological capital and spiritual intelligence, the multivariate regression of spiritual intelligence on psychological capital was used. Like the two previous hypotheses, the regression suppositions were investigated and confirmed. The results obtained regarding this hypothesis have been presented in Table 4. According to the results, the t-statistic (5.7613) showed that the critical existential thinking in this model at 95% confidence level was statistically significant because first of all the absolute values of this statistic was higher than 1.96 and secondly the P value (0.0002) was also lower than 5%. Thus, there was a significant relationship between the subscale of critical existential thinking and psychological capital. Also according to the results, the t-statistic (3.8658) showed that the personal meaning generation in this model at 95% confidence level was statistically significant because first of all the absolute values of this statistic was higher than 1.96 and secondly the P value (0.00030) was also lower than 5%. Thus, there was a significant relationship between the subscale of personal meaning generation and the psychological capital. According to the results, the t-statistic (3.8223) showed that the transcendent awareness in this model at 95% confidence level was statistically significant because first of all the absolute values of this statistic were higher than 1.96 and secondly the P value (0.005629) was also lower than 5%. Therefore, there was a significant relationship between the subscale of transcendent awareness and the psychological capital. Also according to the results, the t-statistic (0.4336) showed that the expanding consciousness state in this model at 95% confidence level was not statistically significant because first of all the absolute values of this statistic was lower than 1.96 and secondly the P value (0.784027) was also higher than 5%. Therefore, there was no significant relationship between the subscale of expanding consciousness state and the psychological capital. Therefore, it can be said that there was a significant relationship between the psychological capital and the spiritual intelligence except in the subscale of expanding consciousness state.

**Table 4:** Results of the Third Hypothesis

		$SR = B_0 + B_1 T + B_2 M + B_3 A + B_4 B + E$ SR=Self-Efficacy, Hopefulness, Resilience, Optimism T= Critical Existential Thinking M= Personal Meaning Generation A= Transcendent Awareness B= Expanding Consciousness State				
	Model					
	Variables	Pillai Statistics	F Statistics	Degree of Freedom	P-Values	Result
Model of the Third Hypothesis	T	0.1745	5.7613	4	0.00030	Significance in the Model
	M	0.1242	3.8658	4	0.005629	Significance in the Model
	A	0.123	3.8223	4	0.00602	Significance in the Model
	B	0.01566	0.4336	4	0.784027	Lack of Significance in the Model

**Discussion and Conclusion**

The results obtained from this study showed that the relationship between the spiritual intelligence and the employees' performance was positive and significant. The obtained results have been consistent with other similar researches. For example, Rinehart (2004) showed that there is a relationship between social function and mental health and vitality. Therefore, the result of present research can be known consistent with the research of Rinehart (2004). Also in the internal researches, Asherlus and Dasashikhas (2012) concluded that the spiritual intelligence has entered into other fields of human sciences including management, not only in the individual domains, but also in the psychological domains. Increasing researches in the field of spirituality has witnessed its dramatic impact on improving individual and organizational performance.

Evidences also showed that the spiritual exercises increased awareness and insight towards multiple new levels of consciousness and had a positive impact on the people's performance to put it as the headpiece of their working and life programs in achieving good performance. Therefore, their research also confirmed the results of the present research. Zare Ahmadabadi et al. (2015) also concluded that there is a significant relationship between the spiritual intelligence and organizational citizenship behavior. Thus, by enhancing spiritual intelligence, the organizational citizenship behavior of employees and the effectiveness of the organization can be improved as much as possible.

The obtained results also indicated a positive and significant relationship between the psychological capital and the employees' performance. The existence of this relationship was also confirmed in the previous researches. For example, Luthans (2006), after evaluating the elements affecting the psychological capital, presented a model for improving the subcomponents of hopefulness, optimism, self-efficacy, and resilience. The results of Luthans' studies (2006) showed that this intervention method not only improved the organizational performance of individuals, but it also had positive impact on financial factors such as return on capital. This issue was in line with the results of the present research. Avolio (2009) also concluded that the psychological capital, which is considered as a positive source for optimism and resilience, is a key member for better understanding the occupational stress symptoms and performing interventional methods to improve its results in the employees' job stresses reduction. Therefore, strategies designed to improve the psychological capital would ultimately reduce stress and higher productivity of the employees. Thus, the research results of Avolio (2009) were in line with the results of present research. In one of the most important similar researches, Luthans (2011) concluded that there are positive and significant relationship between the psychological capital and some positive job characteristics such as job satisfaction, organizational commitment, and employees' psychological well-being. In addition, there is a positive and significant relationship between the psychological capital and the employees' desirable behavior and several performance factors of them (self-evaluation, management evaluation). On the other hand, there is a significant and negative relationship between the psychological capital and negative characteristics of the employees (such as job stress and anxiety). Therefore, the results of this research were in line with the present research.

The results obtained from this study regarding the third hypothesis also showed that in other subscales there was a significant and positive relationship between the psychological capital and the spiritual intelligence except in the subscale of the expanding consciousness state. By investigating and comparing the previous researches, the consistency of the results of present research with other researches was obtained. For example, Imani and Mohajerani (2015) showed that there is a positive and significant relationship between the psychological capital and the spiritual intelligence with students' vitality, and between the psychological capital and the spiritual intelligence and between the psychological capital and the spiritual intelligence with vitality at 1% statistical level. This issue was in line with the results of this research. Among other similar researches, the research of Mohsen Golparvar et al. (2013) can be mentioned who concluded that the spirituality components are strengthening factors for the psychological capital. This issue also indicated the consistency of the present research with this research.

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