

The Effect of Spiritual and Emotional Intelligence on the Job Satisfaction and Organizational Commitment: Study on Salespersons of Motorcycles in Special Region of Yogyakarta

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ABSTRACT

This study aims to test the effect of a) spiritual intelligence on job satisfaction, b) spiritual intelligence on organizational commitment, c) emotional intelligence on job satisfaction, d) emotional intelligence on organizational commitment, and e) job satisfaction on organizational commitment. The population was salespeople of all authorized dealers of motorcycles in the Province of Special Region of Yogyakarta (DIY), as many as 187 people. The research sample consists of 128 people. The sampling technique is proportional random sampling. Generalized Structured Component Analysis (GSCA) is used to analyze data. The results of this study shows that a) spiritual intelligence significantly affects job satisfaction, b) spiritual intelligence significantly affects organizational commitment, c) emotional intelligence significantly affects job satisfaction, d) emotional intelligence significantly affects organizational commitment, and e) job satisfaction significantly affects organizational commitment

Keywords: Emotional Intelligence, Spiritual Intelligence, Job Satisfaction, Organizational Commitment

INTRODUCTION

Spiritual intelligence is the most complete intelligence compared with other intelligences because this intelligence is based on human spirituality (Zohar & Marshall, 2000). People with smart spirituality have several characteristics, namely hard-working, having passion of what they are doing and willingness to do a job well (Lynton & Thogersen, 2009). In other words, such organizations that are able to provide a sense of spiritual feeling to their employees may bring positive implications in the form of loyalty from the employees to the organization, and as the consequence, it may increase affective commitment to do their tasks (Eisenberger et al., 2001). The results of empirical research found that spiritual intelligence significantly influences job satisfaction (Khorshidi & Ebadi, 2012). Moreover, spiritual intelligence has significant effect on the organizational commitment (Akram et al., 2011).

Emotional intelligence is the ability to understand someone and others in relation to the ability to adapt to other people and the surrounding environment, so that one becomes more successful (Bar-On, 1997). Employees with high emotional intelligence tend to look assertive, optimistic, tolerant, and flexible as adept at putting themselves in the surrounding situation, and they also always think positively (Bar-On, 2005; Griffeth, 2000). Those with good emotional intelligence have good self-awareness and they are able to control their negative emotions and feelings such as frustration; thus they would easily have good relationships with colleagues and superiors. This will increase job satisfaction (Wong & Law, 2002). Emotional intelligence is positively correlated with the organizational commitment of the employees (Salami, 2008); Carmeli (2003); Nikolaou & Tsaousis (2002).

The research was conducted on a motorcycle dealer in the Province of Yogyakarta (Special District of Yogyakarta) with the salesmen as the subjects of this study. The existence of salesmen who have a high organizational commitment is the primary needs of the company. The correlation among the emotional intelligence, spiritual intelligence, job satisfaction and organizational commitment are discussed in this paper.

Based on the research problems, this study is intended to examine and explain the effects of the following variables:

- The effect of spiritual intelligence on the job satisfaction.
- The effect of spiritual intelligence on the organizational commitment.
- The effect of emotional intelligence on the job satisfaction.
- The effect of emotional intelligence on the organizational commitment.
- The effect of job satisfaction on the organizational commitment.

THEORETICAL OVERVIEW

Spiritual Intelligence

Zohar and Marshall (2004) put spiritual intelligence (SQ) as the third intelligence after intellectual quotient (IQ) and emotional intelligence (EQ). IQ is associated with rational, logical and linear thinking, and it is used in planning and problem solving. EQ relates to the ability to assess or recognize the situation where we are, including to read the emotions of others and our own emotions, and to behave appropriately. IQ and EQ work within the limits of logic, rules, cultural norms and expectations, while the transformational spiritual intelligence transcends, going beyond the old paradigm and create new ways of thinking, changing the rules or writing a new one.

Emotional Intelligence

In 1998, Goleman conducted a research by examining the competence of 181 job positions in 121 companies. The managements of the company were asked to identify the necessary factors for the employees to achieve their excellence in a particular job. Goleman found that 67% of the capabilities that hold the key to excellence in work were related to the emotional ability. Goleman (2001) explained that emotional intelligence is the ability to recognize their own feelings and the feelings of others, the ability to motivate themselves, and the ability to manage emotions well, including the ability in interacting with others.

Job Satisfaction

Several experts have different points of view in deliberating the limits on the job satisfaction. Satisfaction is an expression of emotion that is fun and also positive, after proper appraisal to the works that they have completed (Luthans, 2007). Robbins (1996) stated that the working atmosphere, supervision, current wages, promotions, relationships with colleagues and managers are important aspects that may lead

to the job satisfaction. Luthans (2007) mention that these aspects including wages, employment, promotion, supervision, co-workers, and working conditions as the determinant to the job satisfaction.

Organizational Commitment

Organizational commitment has three components according to Meyer & Allen (1991), namely:

1. **Affective Commitment** which means that the employees become part of the organization because of their strong emotional bond; they feel fun with the bond. The employees become the members of the organization because they want and they are so happy to be fully involved in the activities of the organization.
2. **Continuance commitment** which means that the employees remain in the organization because they need the salaries, allowances and other facilities, or because they do not find alternative or other jobs elsewhere. So they are not driven by affective relationships that are fun.
3. **Normative Commitment** which arises from the values of the employee. The employees remain to become the members of the organization because there is awareness that they are committed to the organization which is supposed to do by the employees. So the normative nature of these commitments is affected by the employee's awareness of the existing values or norms.

CONCEPTUAL FRAMEWORK AND RESEARCH HYPOTHESES

Spiritual intelligence is required to recognize the true meaning of the events and circumstances, and it creates meaningful employment. Spiritual intelligence gives a sense of depth on the major causes of living. Spiritual intelligence helps people to follow the new pattern and find a relationship with various factors of life (King, 2001). Experts have studied the spirituality in the workplace. They stated that spiritual intelligence can bring some benefits, such as improving creativity, loyalty and trust, personal development, commitment, and develop work attitudes such as job satisfaction (Arnold & Feleman, 1991).

Based on the description above, the hypothesis is formulated as follows:

H1: Spiritual intelligence significantly influences the job satisfaction

Spiritual intelligence which belongs to the employees will bring positive implications for various things. When the employees feel that the organization gives hope and spiritual happiness to them, then the employees tend to give positive attitude towards the organization, including strengthening affective bonds (affective commitment) and feeling of loyalty to the organization (Eisenberger et al., 2001). Organizational values and spiritually meaningful work will also improve self-esteem, hope, health, happiness and personal growth of the employees. As a result, the employees will give their best (both physical and mental) for the organization, and they will regard work as a mission, not just a job, which in turn makes their commitment to the organization is increased (Gavin & Mason, 2004).

Based on the description above, the hypothesis is formulated as follows:

H2: spiritual intelligence significantly influences the organizational commitment

Emotional intelligence is an important key factor in predicting the organization outcome, including job satisfaction. Employees who are able to understand and aware of the feelings and control their emotions can certainly have a better relationship with their colleagues and superiors, and this condition will increase their job satisfaction (Daus & Ashkanasy, 2005). Goleman (1995) studied the effects of emotional intelligence on the job satisfaction, and the results of the research shows that there is significant relationship between emotional intelligence and the job satisfaction of the employees.

Based on the description, the hypothesis is formulated as follows:

H3: emotional intelligence significantly influences the job satisfaction

Employees with bigger emotional intelligence are able to identify and express their emotions; they have better understanding to their own emotion as well as the emotions of other people; they have better ability to manage both their positive and negative emotions and others. The employees are able to effectively control the emotional conditions in the workplace, and this they will be more committed to the organization. Employees who have higher emotional intelligence will view their relationship with the organization as an extension of their relationship with co-workers as well as managers (Abraham, 2000). In relation to the factors that may influence the effectiveness of the organization, emotional intelligence plays an important

role. Cherniss (2000) reported the findings of her research that people who are emotionally intelligent are likely to show a good commitment, cooperation and creativity are essential for the organization.

Based on the description, the hypothesis is formulated as follows:

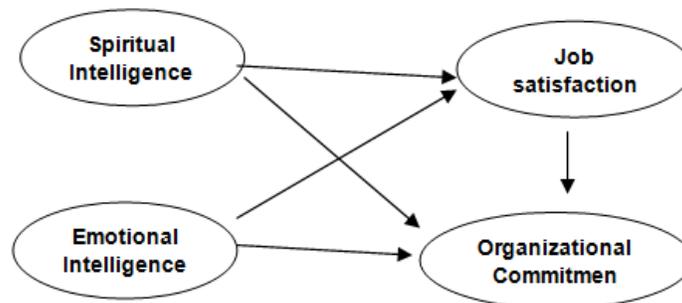
H4: emotional intelligence significantly influences the organizational commitment

Job satisfaction focuses on particular tasks where one employee is finishing the tasks, while the organizational commitment focuses on the attachment to the organization that employs as a whole, including the purposes and values of the organization (Mowday et al., 1979). Job satisfaction has the role interacting with organizational commitment. The relationship between job satisfaction and organizational commitment is very strong. The previous studies concluded that job satisfaction as an antecedent of the organizational commitment (Williams & Hazer, 1986). The employees whom are more involved in the tasks will be more satisfied with the work, and it can be expected to be more committed to their organizations (O'Driscoll & Randall, 1999).

Based on the description, the hypothesis is formulated as follows:

H5: Job satisfaction has significant effect on the organizational commitment.

Figure 1. Conceptual Framework and Model of Hypotheses



RESEARCH METHODOLOGY

This research is classified as quantitative research. Data were collected through Likert's scale questionnaire of five categories: strongly agree (5), agree (4), neutral (3), disagree (2), strongly disagree (1). The questionnaire is as the research instrument designed into four variables, namely: emotional intelligence, spiritual intelligence, job stress and organizational commitment. The sample in this research consisted of 128 salespeople of motorcycles from various main dealers located in Yogyakarta. The sampling technique used in this study was the proportional random sampling. Both validity and reliability tests had been performed on the research instrument before being distributed to the respondents. The results show that all the items in the questionnaire were valid and reliable, so it can be used to collect data. Data were analyzed using general structured component analysis (GSCA).

Spiritual intelligence was measured based on the opinion by the Zohar and Marshall (2000), with the indicators are namely the ability to be flexible, the ability to deal with and take advantage of the suffering, the ability to confront and deal with the pain, quality of life inspired by the vision and values, and reluctance to cause unnecessary damage.

Emotional intelligence was measured based on the Goleman's opinion (1998), with indicators are self-consciousness, self-management, motivation, empathy, proficiency in relationships (social skills).

Job satisfaction was measured based on the Luthans' opinion (2007), with indicators are satisfaction on wages, tasks, promotion, supervision, and co-workers,

Organizational commitment was measured based on the opinion by Allen & Meyer (1993) with indicators are affective commitment, continuance commitment, and normative commitment.

FINDINGS

Respondents' Identity

- Gender: 90 respondents (70.3%) were males and 38 respondents (29.7%) were females.
- Age: the respondents aged from 28<-37 years old, whom are considered as the most productive age group with the large number, 61 people (47.66%). The second order was respondents aged from 20<-28 years old as many as 54 people (42.18%). The next order of the group of respondents aged 37<-46 years, as many as 11 people (8.60%). The rest were two people (1.56%) whom are classified in the older age group of respondents (46<-55 years).
- The level of education: the majority of respondents had high school education, as many as 66 people (51.56%). Respondents who had Diploma were 26 people (20.31%), undergraduate degree were 34 people (26.56%) and master's degree were only 2 people (1.56%).
- Tenure: 95 respondents (74.21%) have been working for 1-5 years. This is the largest group. The second large group of respondents have been working for 5<-10 years, amounted to 19 people (14.84%). The next group of respondents with working tenure of 10<-15 years consisting of 6 people (4.68%). The rest was a group of respondents with working tenure of 15<-20 and 20 <- 25 years with the same amount of 4 (3.12%) respectively.

Description of Research Variable

Mean of emotional intelligence variable was 4.37. Item that has the highest score is the motivation, with the score of 4.54, while the item with the lowest score is social skill, with the score of 4.27.

Mean of spiritual intelligence variable was 4.30. Item that has the highest score is the ability to be flexible with the score of 4.42, while the item with the lowest score is the ability to confront and deal with the pain with the score of 4.14.

Mean of work stress variable was 1.80. Items that has the highest score is the work on the field which cause impaired physical health with the score of 1.92, while the item with the lowest score is anxiety when the sales targets are not achieved with the score of 1.62.

Mean of organizational commitment variable was 3.31. Item that has the highest score is when the problems in the company are likely to become personal problem with the score of 3.38, while the item with the lowest score is the pleasure of spending a career in this company with the score of 3.24.

Result of General Structured Component Analysis (GSCA)

Linearity test is intended to determine whether or not the relationship between exogenous variables on endogenous variables is linear. Linearity test results showed that the relationship between exogenous and endogenous variables generated probability of 0.000 smaller than the level of significance (alpha 5%). This means that the relationships between exogenous and endogenous variables were linear.

Inner Model (Goodness of Fit)

Before testing the hypothesis, feasibility of the model (goodness of fit) was identified to see how far the models used have to meet the assumptions required by GESCA. Goodness of fit analysis results are presented in Table 1.

Table 1. Goodness of Fit Analysis Results

Number	Model Fit	
1	FIT	0.472
2	AFIT	0.462
3	GFI	0.968
4	SRMR	0.145
5	NPAR	63

Based on the table can be concluded the following explanation:

- FIT = 0.472 which indicates how large the total variance of all the variables can be explained by this research model. Emotional intelligence, spiritual intelligence, job satisfaction, and organizational commitment can be explained by this research model by 47.2%. The remaining portion of 52.8% can be explained by other variables which are not used in this study.

- AFIT = 0462 which shows that the diversity of variables of emotional intelligence, spiritual intelligence, job stress and organizational commitment can be explained by this research model after experiencing the correction equals to 46.2%. The other 53.8% is explained by other variables which are not used in this study. This means that this is a good research model to explain the phenomenon being studied.
- GFI = 0968 which indicates that the model has high accuracy, reaching 96.8% because the value is close to 1.
- SRMR = 0.145 which indicates that the model created was appropriate because the value is close to 0.

From the analysis of the goodness of fit can be concluded that the overall assumptions of the model can be met, so the research model is feasible to be used.

Hypothesis Testing

Hypothesis testing is intended to test the effect of exogenous variables on the endogenous variables, based on the value of critical ratio (CR). If the value of critical ratio (CR) is larger than the critical value, then the hypothesis is acceptable. In the contrary, if the critical ratio (CR) is smaller than the critical value, then the hypothesis is rejected.

Table 2. Results of Hypothesis Testing

Hypotheses	Exogenous	Endogenous	Path Coefficient	SE	CR	Results	Decision
H1	Spiritual intelligence	Job satisfaction	0.202	0.058	3.46*	Significant	Accepted
H2	Spiritual intelligence	Organizational commitment	0.294	0.072	4.06*	Significant	Accepted
H3	Emotional intelligence	Job satisfaction	0.140	0.063	2.22*	Significant	Accepted
H4	Emotional intelligence	Organizational commitment	0.228	0.071	3.21*	Significant	Accepted
H5	Job satisfaction	Organizational commitment	0.147	0.034	2.35*	Significant	Accepted

CR* = significant at .05 level
 Critical value for N=128 is 1.96

The following are the explanation based on Table 2.

1. *The effect of spiritual intelligence on the job satisfaction*
 Spiritual intelligence has a positive and significant effect on the job satisfaction for the path coefficient of 0.202 and critical value of 3:46* which is greater than 1.96. This means that the first hypothesis is **accepted**. Estimate of 0202 means that the spiritual intelligence variable may contribute to the changes in the variables of job satisfaction at 20.2%, and the rest might be influenced by other variables.
2. *The effect of spiritual intelligence on the organizational commitment*
 Spiritual intelligence has a positive and significant effect on the organizational commitment for path coefficient of 0.294 with the critical value of 4.06* which means greater than 1.96. This means that the second hypothesis is **accepted**. Estimate of 0.294 means that the spiritual intelligence variable may contribute to changes in the variable of organizational commitment amounted to 29.4%, and the rest might be influenced by other variables.
3. *The effect of emotional intelligence on the job satisfaction*
 Emotional intelligence has a positive and significant effect on the job satisfaction for the path coefficient of 0.147 with the critical value of 2.22* which is greater than 1.96. This means that the third hypothesis is **accepted**. Estimate of 0.140 means that the emotional intelligence variable may contribute to changes in the variable of job satisfaction by 14%, and the rest might be influenced by other variables.
4. *The effect of emotional intelligence on the organizational commitment*
 Emotional intelligence has a positive and significant effect on the organizational commitment for the path coefficient of 0.228 with the critical value of 3.21* which is greater than 1.96. This means that the fourth

hypothesis is **accepted**. Estimate of 0.228 means that the spiritual intelligence variable may contribute to changes in the variable of organizational commitment amounted to 22.8%, and the rest might be influenced by other variables.

5. *The effect of job satisfaction on organizational commitment*

Job satisfaction has a positive and significant effect on the organizational commitment for the path coefficient of 0.147 with the critical value of 2.35* which is greater than 1.96. This means that the fifth hypothesis is **accepted**. Estimate for 0.147 means that job satisfaction variable may contribute to changes in the variable of organizational commitment amounted to 14.7%, and the rest might be influenced by other variables.

DISCUSSION

1. *The effect of spiritual intelligence on the job satisfaction*

Based on data analysis, it was showed that spiritual intelligence has a significant effect on the job satisfaction. The results support the theory of spiritual intelligence asserted by King (2001) that the spiritual intelligence gives a deep sense on the main cause of living) and may help people to follow a new pattern and find a relationship with various factors of life. Experts such as Arnold & Feleman (1991) have studied spirituality in the workplace. They stated that spiritual intelligence may bring some benefits, such as improving job satisfaction. When the spiritual intelligence of the employees is high, it is easier for the employees to feel job satisfaction. The results support the findings of previous studies conducted by Choerudin (2014), Cherati et al. (2013), Jeloudar & Goodarzi (2012), and Chawla & Guda (2010).

2. *The effect of spiritual intelligence on the organizational commitment*

Based on data analysis, it was showed that spiritual intelligence significantly influences the organizational commitment. The results support the theory of spiritual intelligence asserted by Eisenberger et al. (2001) that the spiritual intelligence of the employees will have implications to various things. When the employees feel that the organization gives hope and spiritual happiness to them, then the employees tend to seek spiritual goodness through performing positive attitude towards the organization, including strengthening affective bonds and commitment and a feeling of loyalty to the organization. The results support the findings of previous studies conducted by Akram et al. (2011) which shows that spiritual intelligence significantly influences the organizational commitment. In addition, the results Chawla & Guda (2010) with the samples of sales professionals in various industries also showed that spiritual intelligence is positively related to the organizational commitment.

3. *The effect of emotional intelligence on the job satisfaction*

Based on data analysis, it was showed that emotional intelligence has a significant effect on the job satisfaction. The results support the theory of emotional intelligence delivered by Daus & Ashkanasy (2005) and Goleman (1995). The employees are able to understand and be aware of the feelings, and controlling emotions may certainly have a better relationship with colleagues and superiors, and this will increase job satisfaction (Daus & Ashkanasy, 2005). Goleman (1995) studied the influence of emotional intelligence on the job satisfaction, and the results showed that no significant relationship between emotional intelligence and the job satisfaction. The results support the findings of previous studies conducted by Anari (2012), Zampetakis (2008), Sy et al. (2006), Adeyemo & Ogunyemi (2005), Carmelli (2003) and (Wong & Law, 2002)

4. *The effect of emotional intelligence on the organizational commitment*

Based on data analysis, it was showed that emotional intelligence significantly influences the organizational commitment. The results support the theory of emotional intelligence asserted by Abraham (2000) that the employees who are able to control their emotions in the workplace will be more committed to the organization. Cherniss (2000) reported the findings of his research that people who are emotionally intelligent are likely to show a strong commitment to the organization. The results support the findings of previous studies conducted by Anari (2012), Wong (2002), Nikolaou and Tsaousis (2002)

5. *The effect of job satisfaction on the organizational commitment*

Based on data analysis, it was showed that job satisfaction significantly influences the organizational commitment. The results support the theory of job satisfaction delivered by O'Driscoll & Randall (1999) who found that many employees who are involved in the work will be more satisfied and can be expected to be more committed to the organization. Several studies conducted by Cherati et al. (2013), Chen et al.

(2013), Anari (2012), Aghdasi et al. (2011), Sweeney & Quirin (2009), Salami (2008) and Wong (2002) stated that there is significant influence between job satisfaction and organizational commitment.

CONCLUSIONS AND SUGGESTIONS

Conclusions

Based on descriptive and inferential data analysis, the followings can now be said:

- Spiritual Intelligence significantly affects job satisfaction
- Spiritual Intelligence significantly affects organizational commitment.
- Emotional intelligence significantly affects job satisfaction.
- Emotional Intelligence significantly affects organizational commitment.
- Job satisfaction significantly affects organizational commitment.

Suggestions

Management is advised to maintain organizational commitment by:

- Increasing spiritual intelligence of salespeople by providing training to strengthen the quality of life inspired by vision and values, for example, Emotional and Spiritual Quotient training, and Heart Quotient training;
- Improving emotional intelligence of salespeople by providing training to strengthen self-regulation of salespeople; and
- Improving the job satisfaction of salespeople, especially in the aspect of payment.

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