

Spiritual Intelligence, Emotional Intelligence and Contextual Performance: An Empirical Study in the Services Sector in Malaysia

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Abstract-- *The aim of this research was to investigate the influence of spiritual intelligence and emotional intelligence towards contextual performance of employees in the services sector in Malaysia. Based on a positivist philosophy and a deductive approach, primary data was collected. This was a quantitative research and a survey method was utilized. In this study, the population were employees in the services sector and the sample size was 140 employees. Convenience sampling method was used to collect data. Self-administered were distribute through internet and by hand. Descriptive and inferential statistics were generated through the SPSS version 20 statistical tool. The multiple regression analyses showed that spiritual intelligence of employees is a slightly stronger predictor of contextual performance compared to emotional intelligence. This empirical study provides additional knowledge of the effects of spiritual intelligence and emotional intelligence to human resource managers and employees. Based on the findings, organizations can develop relevant policies and make decisions relating to recruitment and training of employees.*

Key words-- *Contextual performance, spiritual intelligence, emotional intelligence, services sector.*

I. INTRODUCTION

The Tenth Malaysia Plan, 2011-2015 stated that the services sector in Malaysia is the largest contributor to the Gross Domestic Product (GDP) at 53%. In the Eleventh Malaysia Plan, the services sector is expected to grow at 6.8% per annum and contribute 56.5% to the GDP in 2020, and provide 9.3 million jobs. The services sector is expected to be the key driver of the economic growth in n the Eleventh Malaysia Plan, 2016-2020 (Economic Planning Unit, 2018). The services sector is the main source of employment with 8.4 million jobs representing 60.9% of total employment (Economic Planning Unit, 2018). Malaysia need more highly skilled employees to shift towards knowledge-intensive services activities. As stated by Al-Dhaafri, et al. (2014), organizations must ensure the quality output from highly skilled and experienced employees in order to develop and sustain competitive advantage. However, the productivity in the services sector in Malaysia grew at an average rate of 2.8% per annum (Economic Planning Unit, 2018). Compared with SMEs in the other sectors such as manufacturing and agriculture sectors, the labor productivity level in the services sector is relatively lower. This was supported by the director-

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general of Malaysia Productivity Corporation (MPC), who stated that the services sector in Malaysia lacks in growth and need to be pushed for greater productivity in order to stay competitive with other countries (The Malaysian Reserve, 2017). In addition, the key human resource issue includes insufficient skilled human capital and skills mismatch. The shift towards knowledge intensive sector is hampered by insufficient skilled human capital and skill mismatches (Economic planning Unit, 2018). Therefore, resolving these issues will be crucial to enable the sector to move up the value chain. Organizations need to resolve these issues to enable the sector to move up the value chain.

For organizations and individuals, job performance is of high relevance (Sonnentag et al., 2008). Human capital plays a critical role in the development and sustainment of competitive advantage by organizations (Campbell et al., 2012). Hence, scholars and researchers are paying a lot of attention to job performance (Pfeffer and Villeneuve, 1994). Researchers and scholars have indicated that there are several predictors of job performance such as work engagement, working environment, team relationships, self-efficacy, perception of one's direct supervisor and job related factors (Christopher et al., 2017; Alessandri et al., 2015; Anitha, 2014). Job performance is viewed as multidimensional and a multi-component construct (e.g. Campbell, 1990; Motowildo, et al., 2006). Motowildo et al. (2009) distinguished between task and contextual performance. In today's globalized environment it is important for employees to engage and excel in contextual behaviors to sustain competitive advantage for the organizations. Past studies have found that emotional intelligence is positively related to job performance (Goleman, 1998; Cote and Miners, 2006; Lam and Kirby, 2002). Past studies have shown that emotional intelligence is positively related to contextual and task performance (Bozionelos, and Singh, 2017). Research has also shown that both emotional intelligence and spiritual intelligence had a positive influence on job performance (Hanafi, 2010; Rani et al., 2013).

In view of the importance of spiritual intelligence and emotional intelligence in predicting job performance, it is worth undertaking this study in the services sector in Malaysia. In most of the past studies, the dependent variable was job performance that include both task and contextual performance. However, past research have not empirically examined the influence of spiritual intelligence and emotional intelligence towards contextual performance only. Although the influence of spiritual intelligence and emotional intelligence on job performance has been well established, but there is a paucity of research that has empirically tested the relationship between spiritual intelligence, emotional intelligence and contextual job performance in the services sector in Malaysia. Therefore, a study on the influence of the spiritual intelligence and emotional intelligence towards contextual job performance is useful for human resource practitioners and leaders in the services sector in Malaysia.

II. LITERATURE REVIEW

Employee Performance

Authors and scholars have also stated that job performance is a multidimensional and a multi-component construct (e.g. Campbell, 1990; Aguinis, 2009). Motowildo, Borman, and Schmit (1997) stated that job performance is behavioral, episodic, evaluative and multidimensional. There are also several definitions of job performance. Based on value perspective, Motowildo and Kell (2012) defined job performance as the total expected value to the organization of the discrete behavioral episodes that an employee undertakes over a standard period of time.

Researchers have also distinguished between results and behavior (Aguinis, 2009; Motowildo and Kell, 2012). Motowildo and Kell (2012) explained that behaviors refer to what employees do. Results refer to what employees do to change the conditions of people or things. In short, the expected organizational value of what people do is referred to as performance. From the psychological perspective, Campbell (1990) described performance as behavior and further defined eight behavioral dimensions of job performance.

Motowildo et al. (1997) further distinguished between task performance and contextual performance. Task performance refers to activities undertaken by employees to transform raw materials into the goods and services (Aguinis, 2009). According to Pradhan and Jena (2017), the employees' ability and prior experience are the key antecedents of effective task performance. Contextual performance encompasses the behaviors of employees that contributes to organizational effectiveness (Motowildo and Kell, 2012). Pradhan and Jena (2017) stated that that contextual performance is a type of prosocial behavior that is shown by an employee. Borman, and Motowildo (2014) stated that the better predictor of task performance is cognitive ability. The better predictor of contextual performance is personality variables such as extraversion, agreeableness, and conscientiousness (Borman and Motowildo, 2014). There is an ongoing debate on the relative importance of the components of job performance. Aguinis (2009) asserted that both task performance and contextual performance are important components of job performance. Similarly, Pradhan and Jena (2017) emphasized that contextual performance and task performance are important. Therefore, as stated by Aguinis (2009) organizations should include both task and contextual performance dimensions to ensure organizational effectiveness.

Emotional Intelligence (EI) and contextual performance of employees.

There is an ongoing discussions and arguments amongst scholars and researchers on the definition and role of emotional intelligence. Several researchers have argued that emotional intelligence is of fundamental importance across several domains of human functioning (Goleman, 1998; Mayer and Salovey, 1997). Based on the ability model, Salovey and Mayer (1997) defined emotional intelligence as set of a set of mental abilities to do with emotions and the processing of emotional information. Later, Mayer et al (2004) stated that emotional intelligence is a combination of emotions and intelligence that encompasses social, practical, and personal intelligences. According to Mayer et al. (2004) emotional intelligence is an individual's capacity to reason about emotions and utilize emotions to enhance their thinking. Emotional intelligence has also been referred to as the ability to perceive, use, understand, and manage emotions (Mayer and Salovey, 1997; Cherniss et al. 2015). Therefore, emotional intelligence refers to intelligence as the ability to reason and process information (Cherniss et al. 2015). The second approach to emotional intelligence is the 'trait' or 'competency' approach. Goleman (1998), defined emotional intelligence as not the innate talents of a person but, as a wide array of competencies and skills (Goleman, 1998). Bar-On (2006) looked at emotional-social intelligence and stated that emotional-social intelligence is a cross-section of interrelated emotional and social competencies, skills and facilitators.

Several researchers have studied the link between emotional intelligence and work related outcomes that include job performance and generally found a positive effect of emotional intelligence on job performance (Goleman, 1998; Stein and Book, 2011). A study by Wong and Law (2002) found that emotional intelligence of

employees had a positive influence on their job performance and the emotional intelligence of leaders was positively related to their extra-role behavior. Similarly, a study by Sy, Tram, and O'Hara, (2006) revealed that emotional intelligence had a positive relationship with job performance. Mohamad, and Jais, (2016) also found that all the dimensions of emotional intelligence namely self-awareness, self-regulation, self-motivation, empathy, and social skills had a positive relationship with job performance. Another study by Carmeli (2003) found that emotionally intelligent leaders achieve better organization performance results. Co'te' & Miners (2006) examined the relationship between emotional intelligence, cognitive intelligence and job performance. They found that emotional intelligence affects job performance but it does not have a linear effect. Co'te' & Miners (2006) argued that as cognitive intelligence decreases, emotional intelligence becomes a stronger predictor of job performance. Petrides and Furnham (2000) also argued that emotional intelligence is not a form of intelligence but merely a moral quality.

There is limited research on the relationship between emotional intelligence and contextual performance of employees. A study by Greenidge et al. (2014) revealed that the that the four dimensions of ability-based emotional intelligence model by Mayer and Salovey (1997) had a positive influence on contextual performance. Devonish and Greenridge (2010) further found that the four dimensions of the ability based emotional intelligence model moderated the relationship between procedural justice and contextual performance. Another study by Bozionelos, and Singh, (2017) found a positive relationship of emotional intelligence towards contextual and task performance of employees. A study by Aykan (2014) revealed a positive influence of emotional competence towards contextual performance but an insignificant relationship between emotional competence and task performance. Literature review has shown that generally, there is a positive relationship between emotional intelligence and contextual performance and the following hypothesis was formulated for testing in the present study

H1: Emotional intelligence is positively related to contextual performance of employees in the services sector in Malaysia.

Spiritual intelligence and contextual performance of employees.

Researchers and scholars have defined and explained spiritual intelligence based on several perspectives (Mayer, 2000; Vaughan, 2002). According to Vaughan (2002), spirituality has varying degrees of depth and expression that may be conscious or unconscious. Susilawati (2010) viewed spirituality as a form of intelligence because it predicts functioning and adaptation. Vaughan (2002) explained that spiritual intelligence is concerned with the inner life of mind and spirit and its relationship to being in the world. Mayer (2000) shifted from mental ability and intelligence and described spiritual intelligence as more of a heightened consciousness. According to Mayer (2000), spiritual consciousness of an individual is developed from the possibility of structuring consciousness so that it focuses on oneness, transcendent states, and ultimate concerns. Similarly, Vaughan (2002) stated that spiritual intelligence refers to an individual's capacity of insight into multiple levels of consciousness. Wigglesworth (2013) further added that spiritual intelligence refers to a person's ability to adapt to his or her life through his/her ability to understand the world and himself. Emmons (2000) stated that spiritual intelligence provides individuals with specific capacities or abilities to solve problems. Similarly, Alam (2014) also stated spiritual intelligence refers to an individual problem solving approach that focuses on ethical values, cognitive and

emotional intelligence. Therefore, spiritual intelligence can be interpreted in several different ways. It can be concluded that spiritual intelligence generally refers to consciousness or awareness of inner life of an individual.

Researchers and scholars have stated that spiritual intelligence of employees is related to several work related outcomes including job performance (Emmons, 2000; Hanafi, 2010). A study by Emmons (2000) revealed that employees can develop and improve outcomes in the workplace through higher levels of spiritual intelligence. McGhee and Grant (2008) stated that spirituality of employees leads to improved ethical behavior and enhanced ethical climate in organizations. A study by Utomo, et al. (2014) revealed the spiritual intelligence was a positive predictor of job performance. Ali Shah and Ellahi (2012), also found that spiritual intelligence has a positive influence on and employee's job satisfaction which subsequently influences the employees job performance. Similarly, Hanafi (2010) found that spiritual intelligence was a positive predictor of employee performance. In addition, spiritual intelligence had an indirect positive relationship with job performance. Upadhyay (2017) studied both task and contextual performance and found that spiritual intelligence had a direct and significant influence on contextual performance of employees. Since, employee performance includes both task and contextual, spiritual intelligence had a positive influence on overall performance. Similarly, another study by Anbugeetha (2015) found that spiritual intelligence had equal influence on both task and contextual performance. However, a study Mudhar et al. (2015) found that spiritual intelligence was a not a significant predictor of job performance. In addition, the study by Mudhar et al. (2015) revealed that spiritual intelligence had a positive and significant relationship with job performance through organization citizenship behavior variable. Based on the literature review, the following hypothesis was developed:

H2: Spiritual intelligence is positively related to contextual performance of employees in the services sector in Malaysia.

III. METHODOLOGY AND RESEARCH DESIGN

Research Design

Based on the assumptions about the development of knowledge, the researcher selected a positivism research philosophy (Saunders et al., 2012). Based on the positivism philosophy, a deductive approach was adopted to study the phenomena using facts and observations (Saunders et al., 2012). The aim was to collect data from a sample and generalize the findings (Pandey and Pandey, 2015). In addition, the objective was to increase the reliability and reduce the bias (Pandey and Pandey, 2015). The research used a quantitative method and a survey was carried out to collect numeric data. Primary data was collected using self-administered questionnaires that were delivered by hand and by through e-mail. The hypothesis testing and data analysis was based on descriptive and inferential statistics that were generated using SPSS.

Sampling Technique and Sample Size

Sampling was done to select a given number of sampling elements from a defined population (Pandey and Pandey, 2015). The population for this study were employees engaged in the services sector in Kuala Lumpur. The researcher selected samples through non probability sampling technique. Convenience sampling was used because

the respondents are readily available and there is no publicly available list of employees in the services sector. In this study, statistical tests were used to analyse the data and the minimum sample were in direct relationship to the number of variables to be studied (Walliman, 2011). The sample size was based on the precision desired by the researcher. As stated by Singh (2006), there is no specific rule to determine the appropriate sample size. Hair et al. (2006) suggests that the minimum sample size is 100. For this study, the target sample size was 150 respondents.

Instrumentation

In this quantitative research, a questionnaire was used to collect data. For this type of survey, a questionnaire is most frequently used because it is not costly and permits wide coverage (Singh, 2006). The compilation of questions in the questionnaire that was submitted to the respondents were divided into two parts. Three demographic questions were included in the first part. The questions in the second part were to measure the independent variables and the dependant variable. The questions were based on a five point Likert type scale. The questions on emotional intelligence were adapted based on a study by Singh and Mahmood (2018). The questions to measure spiritual intelligence were adapted from a study by King and DeCicco (2009). The questions on contextual performance were adapted based on a study by Pradhan and Jena (2017).

Data Collection

The aim of data collection was to analyse the data and verify the research hypothesis (Singh, 2006). The questionnaires were distributed by hand and sent through e-mail. Hand delivery was preferred because the researcher can persuade the respondents and help them to overcome any difficulty with the questions (Walliman, 2011). The objective was to get a high response rate. The researcher also used internet questionnaires because of the lower cost involved but the expected response rate for internet questionnaires is low (Walliman, 2011). The researcher sent 200 questionnaires through e-mail. The response rate was only 25 percent (50 respondents) at the end of the first month. Reminders were sent to persuade the respondents to respond. After 3 months, a total of 150 questionnaires were received. Only 140 questionnaires were good and 10 questionnaires were removed.

Data Analyses

In this study, quantitative analysis was done to analyse data in the form of numbers. The researcher used SPSS to test the reliability, normality and the hypothesized relationships among variables of this study. Descriptive statistics were derived to describe the respondents profile and reveal how the data was distributed. Inferential tests were derived to infer results from a sample in relation to a population (Walliman, 2011). The multivariate analysis looked at the relationship between the variables in this study.

IV. RESULTS

Demographic profiles of the respondents

Most of the respondents were females. The respondents included 64% (n=90) female and 36% (n=50) male. The respondents age profile shows that most of them were young. The respondents age included 64% (n=89)

between the age range of 18 to 25 years and 36% (n=51) above the age of 25 years. Majority of the respondents were not married. The respondents included 77% (n=108) singles and 23% (n=32) were married.

Descriptive Statistics and Normality

In the first step of data analysis, the mean, standard deviation, skewness and kurtosis were generated. To assess the normality of the data, a cut-off point of 2.00 was set for kurtosis and skewness of the data. The values for skewness was between the ranges of -.267 to -.459. A negative value indicates left skew. The values for kurtosis are between the ranges of -.362 to -.599. A negative value indicates negative kurtosis. The acceptable range of absolute value of skewness and kurtosis is ± 2 (Garson, 2012). In this study, the values of skewness and kurtosis fall within the specified range and therefore normality assumptions are not violated. The mean for the all the variables in this study is and dependent variable is above 3.8. The standard deviation is also low.

Table 1: Descriptive Statistics

| | Minimum | Maximum | Mean | Std. Deviation | Skewness | | Kurtosis | |
|------------------------|-----------|-----------|-----------|----------------|-----------|------------|-----------|------------|
| | Statistic | Statistic | Statistic | Statistic | Statistic | Std. Error | Statistic | Std. Error |
| Emotional Intelligence | 2.00 | 5.00 | 3.8487 | .63841 | -.314 | .205 | -.566 | .407 |
| Spiritual Intelligence | 1.80 | 5.00 | 3.7914 | .64968 | -.267 | .205 | -.362 | .407 |
| Performance | 2.70 | 5.00 | 4.0929 | .56143 | -.459 | .205 | -.599 | .407 |
| | | | | | | | | |

Reliability

Cronbach's alpha which is the most common measure of internal consistency was calculated using SPSS tool for each construct in this research. The Cronbach alpha values as shown in Table 2 to check reliability for the dependent variable and the three independent variables was 0.890, .892 and .886 respectively. These reliability statistics complies with the recommendations by Nunnally and Bernstein (1994), who specified that the reliability coefficient or Cronbach's alpha should be .6 or higher

Table 2: Reliability Cronbach alpha scores

| Variables | Cronbach Alpha value |
|------------------------|----------------------|
| Performance | .890 |
| Emotional intelligence | .892 |
| Spiritual intelligence | .886 |

Pearson Correlation

The Pearson correlation coefficients between the independent variables and the dependent variable namely spiritual intelligence and emotional intelligence was significant and positive The size of the correlation indicates the

strength of the relationships between the variables (Pallant, 2010). The coefficient of determination (r square) will help to explain the variance (Pallant, 2010). All the relationship was statistically significant at the 0.01 level (2-tailed) between all the variables. This represents a significant and a high positive correlation and suggests that there was a strong correlation between the job performance and the independent variables namely emotional intelligence and spiritual intelligence.

Table 3 Pearson Correlation Coefficient

| | | Performance | Emotional Intelligence | Spiritual Intelligence |
|--|---------------------|-------------|------------------------|------------------------|
| Performance | Pearson Correlation | 1 | | |
| | Sig. (2-tailed) | | | |
| Emotional Intelligence | Pearson Correlation | .682** | 1 | |
| | Sig. (2-tailed) | .000 | | |
| Spiritual Intelligence | Pearson Correlation | .688** | .796** | 1 |
| | Sig. (2-tailed) | .000 | .000 | |
| **. Correlation is significant at the 0.01 level (2-tailed). | | | | |

Model fit

The values shown in Table 4 address issues concerning overall model (Hair, et al., 2010). The R value of .723 indicates that the correlation between the independent and dependent variables is high. According to Field (2009), the R² (r square) provides a good gauge of the substantive size of the relationship. The coefficient of determination (R square) is .523 which means that 52 percent of the variance in the dependent variable (performance) is being explained by emotional intelligence and spiritual intelligence. The Adjusted R Square of .516 show that the model accounted for 51% of the variance in the criterion variable even after taking into account the number of predictor variables in the model. The Durbin-Watson value of 2.062 shows that there is no problem of autocorrelation. A rule of thumb is that Durbin Watson values in the range of 1.5 to 2.5 are relatively normal (Field, 2009). As stated by Field (2009), the most important part of the table is the F-ratio. As shown in the table below, F is 74.98, which is significant at p < .001. The F-test is significant. It can be assumed that the model explains a significant amount of the variance (Field, 2009).

Table 4 Overall Model Fit

| | |
|---|--------|
| Multiple R | .723 |
| Coefficient of Determination (R square) | .523 |
| Adjusted R square | .516 |
| Standard Error of estimate | .3904 |
| Durbin Watson | 2.062 |
| F Change | 74.984 |
| Sig F Change | .000 |

Multiple Regression and Multicollinearity

In Table 5, values of the regression coefficient ‘B’ represent the change in the outcome resulting from a unit change in the predictor (Field, 2009). The value for tolerance indicates the percent of variance in the predictor that cannot be accounted for by the other predictors. The value for tolerance is .366 and this is above the cut-off point of 0.10. The variance inflation factor (VIF) is 2.7 and this is lower than the cutoff point of 10. Therefore, multicollinearity was not violated. Based on the multiple regression analysis, it is noted that both emotional intelligence and spiritual intelligence are significant predictors of job performance. By comparing the standardized beta coefficients, it was also noted that spiritual intelligence has a slightly higher impact than emotional intelligence towards job performance. Based on the results, hypothesis H1 and H2 were supported.

Table 5 Variables entered in the Regression Model

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|------------------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
| | B | Std. Error | Beta | | | Tolerance | VIF |
| (Constant) | 1.554 | .210 | | 7.390 | .000 | | |
| Emotional Intelligence | .321 | .086 | .365 | 3.739 | .000 | .366 | 2.729 |
| Spiritual Intelligence | .344 | .084 | .398 | 4.083 | .000 | .366 | 2.729 |

a. Dependent Variable: Performance

V. DISCUSSION AND CONCLUSION

The results of this study revealed that both emotional intelligence and spiritual intelligence are positive and significant predictors of contextual performance in the services sector in Kuala Lumpur. The study further revealed that spiritual intelligence has a slightly higher impact on job performance. The results of this study are consistent with other studies (McGhee and Grant, 2008; Upadhyay, 2017). Upadhyay (2017) found that spiritual intelligence had a direct and significant influence on contextual performance of employees. McGhee and Grant’s (2008) explained that higher level of spirituality of employees in the workplace leads to improved ethical behavior. The ethical behavior leads to an enhanced ethical climate that supports higher performance of employees at the workplace. Vaughan (2002) explained that spiritual intelligence, is more than individual mental ability and it enables employees to see things as they are. This capacity for a deep understanding will contribute to higher levels of performance. Therefore, organizations should utilize spiritual intelligence in the selection, motivation and development of employees to improve job performance.

It was hypothesized that emotional intelligence would be positively related to contextual performance of employees. The results of this study revealed that emotional intelligence is significantly related to contextual

performance of employees. However, the impact of emotional intelligence was slightly lower than spiritual intelligence. The results of this study are consistent with results from previous studies. Past research had also indicated that emotional intelligence was related to job performance (Goleman, 1998; Bozionelos, and Singh, 2017). Bozionelos, and Singh (2017) also found a positive relationship of emotional intelligence towards contextual and task performance. As explained by Goleman (1998), employees' who are in control of their feelings and impulses can create an environment of trust where superior performance can be achieved. As explained by Goleman (1998), an emotionally intelligent employee with higher personal competence and social competence can contribute better towards occupational success. In today's globalized environment where the pace of changes is ever increasing, the work demands on emotional intelligence is becoming increasingly important (Cherniss, 2000).

There are several implications of this study. From the practical perspective, the results of this study revealed that both spiritual intelligence and emotional intelligence are significant predictors of contextual performance of employees. It can be assumed that emotional intelligence and spiritual intelligence complement each other. This means that both spiritual intelligence and emotional intelligence competencies are critical for success in workplace outcomes including job performance. To succeed in today's globalized world and knowledge based economy, organizations need to invest in programs and activities to promote the development of human capital to remain competitive. Therefore, organizations should recognize the importance of spiritual intelligence and emotional intelligence and take steps to implement internal policies to support spiritual intelligence and emotional intelligence of employees. Human resource managers need to understand the concepts of spiritual intelligence and emotional intelligence and formulate support strategies and training programs to improve the spiritual and emotional intelligence levels of employees. Training should be provided to employees to improve their spiritual and emotional intelligence. The growth and development of employees' spiritual intelligence and emotional intelligence level will lead to improvements in contextual performance. Human resource managers should include the assessment of spiritual and emotional intelligence levels of job applicants to ensure they recruit the best employees.

The application of spiritual intelligence and emotional intelligence to employee performance is relatively new and there is ongoing research on these concepts. From the theoretical perspective, this study revealed some new insights such as the significant role of both spiritual intelligence and emotional intelligence that complement each other. The study added new knowledge and contributed to the existing knowledge on the role of spiritual intelligence and emotional intelligence.

There are several limitations related to the design of this study. The first limitation was that this study only looked at two constructs only namely emotional intelligence and spiritual intelligence. Future studies should incorporate the antecedents and consequences of emotional and spiritual intelligence that will provide better understating. This was a quantitative study where closed ended questions were used to collect primary data. To have a more in-depth study, it is recommended that future strategy to be based on phenomenology which is a qualitative research method that is used to describe how human beings experience a certain phenomenon. The in-depth experience of respondents through a phenomenological study will set aside biases and preconceived assumptions about human experiences, feelings, and responses to a particular situation. The respondents to this study were

employees only. For future studies, it is recommended that data is collected from organizations to better explore the organizations policies and procedures that contribute towards organizational emotional intelligence and spiritual intelligence. Such understanding can contribute towards building emotionally and spiritually effective and appealing workplaces that will be beneficial to both individual employees and organizations. Future studies should include bigger samples that are more representative of the population. In addition, demographic factors such as ethnicity and gender should be included to probe further the impact of demographic factors on the relationship between emotional intelligence, spiritual intelligence and job performance.

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