

Employee Contextual Performance, Social Intelligence, Spiritual Intelligence: A quantitative Study in Malaysia

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Abstract— *The aim of this study was to examine the influence of social intelligence and spiritual intelligence towards the job performance of people. This was a quantitative study where a survey method was used to collect data from a sample of 140 respondents. Descriptive and inferential statistics were generated through the SPSS AMOS software. This study highlighted the importance of spiritual intelligence which can be applied effectively to improve performance of employees. However, the effect of social intelligence towards performance was not significant. From the practical implications perspective, this study provided information to human resource specialists to include spiritual intelligence in their employee selection and development programs. These practices and interventions can lead to better performance of both employees and the organization. This was one of the first study in the services sector in Malaysia that demonstrated the value of spiritual intelligence and its implications on human resource policies and practices. It is suggested that spiritual intelligence be incorporated as a key component for organizational development.*

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

I. INTRODUCTION

Malaysia is located in South East Asia and has a population of 32million (Department of Statistics Malaysia, 2019). Separated by the South China Sea, Malaysia is divided into Peninsular Malaysia and East Malaysia, both quite similar in size. Malaysia's GDP growth of 4.5% was registered in the first quarter of 2019. Gross Domestic Products (GDP) recorded a value of RM341.7 billion at constant prices in 2019. In the same period, Malaysia's Gross Domestic Income 2017 grew 9.9 per cent driven by Gross Operating Surplus. The services sector is one of the sectors that anchored the Malaysian economy growth in 2019 (Department of Statistics Malaysia, 2019). Revenue for Services Sector increased 7.0 per cent to RM431.2 billion in the First Quarter 2019. The services sector in Malaysia also recorded an annual income growth of 8.3 per cent in 2015 (Department of Statistics Malaysia, 2019). However, in the services sector, the growth of labor productivity was moderated to 4.9% compared to 6.5% in 2018. As stated in the Malaysian Reserve (2019), the services sector in Malaysia lacks in growth and need to be pushed for greater productivity. As stated in the World Competitiveness yearbook 2013 and 2014, the Malaysian services sector

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productivity level was 32.9% as compared to USA's services sector of 35.3%, Hong Kong's 35.9% and Singapore 38.4%. As stated in the Malaysia Productivity Blueprint (2018), Malaysia must accelerate productivity growth and one of the key factor to propel productivity is through efficiency from internal resources such as human capital. Therefore, a study is useful to understand the factors that can improve the job performance of employees in the services sector in Malaysia.

There are several definitions of spiritual intelligence. According to Emmons (2000), spiritual intelligence encompasses the abilities the constitutes an individual's expertise or knowledge base. Based on an individual's ego, George (2006) stated that spiritual intelligence is an individual's ability to suppress his/her ego before it affects his/her creativity, distorts purpose and affects relationships. Studies have shown that spiritual intelligence have a positive relationship with organizational outcomes the include job performance by employees (Mahmood et al., 2015; Emmons, 2000). George (2006) also stressed that spiritual intelligence improves job performance of employees. A study by Hanafi (2010) supported the positive influence asserted by spiritual intelligence on employee performance. Job performance can be categorized into task performance and contextual performance (Motowildo et al., 1997), Researchers have found that spiritual intelligence asserted a positive influence on contextual performance of employees (Upadhyay, 2017). Despite the importance placed on spiritual intelligence, some studies have shown that spiritual intelligence was not significantly related to job performance. A study by Mudhar et al. (2015) pointed towards a non-significant effect of spiritual intelligence towards job performance This points to inconsistent results based on past studies. In addition to inconsistencies found in past studies, the relationship between spiritual intelligence and contextual performance has not been empirically tested in Malaysia.

Petrides (2011) stated that social intelligence is concerned with how an individual perceives his or her social abilities and encompasses a constellation of social self-perceptions. Goleman and Boyatzis (2008) defined social intelligence as a set of interpersonal competencies built on specific neural circuits. In today's diversified working environment, social relationships between people are crucial and studies have shown the positive impact of social intelligence towards better team-working and productivity (Williams, 2008; Boyatzis, 2011). As stated by Petrides (2011), social relations among people is linked to constructs such as social skills and social competence that is important in several ways. Research by Goleman and Boyatzis (2008) further confirmed the crucial role of social intelligence. The research found that a large performance gap exists between socially intelligent and socially unintelligent leaders. Boyatzis (2011) further added that social intelligence competency together with emotional, and cognitive intelligence competencies are effective predictors of effectiveness in management and leadership roles that subsequently contribute towards employee performance. A recent study by Rahim, Civelek and Liang (2018) also confirmed that social intelligence was positively associated with problem solving and problem solving ability is a part of effective performance. Despite the crucial role of spiritual intelligence towards employee performance, there is a dearth of research on the impact of spiritual intelligence on employee contextual performance in Malaysia. Therefore, this research will empirically test the impact of social intelligence on contextual performance.

Employees are a key asset of organizations and high performing employees are required to meet organizational goals and sustain competitive advantage (Sonnetag and Frese, 2002). Motowildo et al. (1997)

further distinguished between task performance and contextual performance. However, past research have not empirically examined the influence of spiritual intelligence and social intelligence towards contextual performance of employees in Malaysia. From the originality and value perspective, this will be one of the first research to empirically test crucial role of spiritual intelligence and social intelligence towards job performance in the services sector in Malaysia. Unlike most other studies that used overall job performance as the dependent variable, this study focused on contextual performance which is an important component of job performance. Therefore, a study on the influence of the spiritual intelligence and social intelligence towards contextual job performance is useful for human resource practitioners and leaders in the services sector in Malaysia.

II. LITERATURE REVIEW

Employee Contextual Performance

The job performance of employees is highly relevant for both the employees and organizations and it results in several positive organization outcomes (Sonnentag, Volmer, and Spsychala (2008). Despite the critical role of job performance of employees, the definition and clarification of job performance has received little attention (Sonnen and Frese, 2002). Motowildo and Kell (2012) coming from the value perspective, defined job performance as the expected organizational value of what people do. Campbell (1990) defined job performance as a means to reach a goal but not the actual result of the acts performed within a job. Motowildo and Kell (2012) stated that results are the route through which an employee's behaviour supports an organization to achieve its goals. Motowildo and Kell (2012) further emphasized that the performance domain encompasses behaviours that might have either positive effects or negative effects on organizational goals. As explained by Sonnentag and Frese (2002), only behaviours that are relevant for the organizational goals constitute performance. Therefore, the emphasis on performance behaviour or action is still not well clarified. To conceptualize performance, researchers and scholars agree that job performance is a multidimensional construct that can be differentiated based on outcome aspect and behavioural aspect (Campbell, 1990; Aguinis 2009; Campbell et al., 1993). In other words, performance refers to what the employer hires an employee to do and do well (Campbell et al., 1993). As explained by Sonnentag and Frese (2002), the outcome aspect of performance refers to the result of the employee's behaviour. Therefore, performance is a multi-dimensional construct that require further clarification.

Performance was distinguished between task performance and contextual performance by Borman and Motowidlo (1993). As explained by Sonnentag and Frese (2002), task performance includes activities that contributes to the organizations 'technical core' while contextual performance encompasses activities which do not contribute to the technical core. Motowildo and Kell (2012) stated that task performance includes activities that directly transform raw materials into the goods and services. Motowildo and Kell (2012) defined contextual performance in terms of behavior that contributes to organizational effectiveness. Contextual performance refers to behaviors that improve organizational effectiveness through its effects on the psychological, social, and organizational aspects of the job done by employees (Motowildo and Kell, 2012). Borman & Motowidlo (1997) added that task performance varies between jobs and includes in –role behaviour. On the other hand, contextual performance is similar across jobs and is more discretionary and extra-role. In addition, an employee's abilities and

skills predicts his or her task performance but the contextual performance is influence by the employee's personality and related factors (Borman & Motowidlo, 1997). However, both task performance and contextual performance are critical components of an employee's job performance (Aguinis, 2009). Therefore, task and contextual behaviours can have positive and negative consequences and can be divided based on their organizational consequences (Motowildo and Kell, 2012)

Social Intelligence and contextual performance of employees.

Social intelligence is closely related to emotional intelligence and scholars and researchers are still discussing the definition and role of social intelligence. Goleman (2006) defined social intelligence as 'being intelligent not just about our relationships but also in them'. Goleman (2006), explained that social intelligence refers to the two-person psychology stemming from social interactions and interpersonal relationships. Albrecht (2006) defined social intelligence as an individual's ability get along well with others and a set of practical skills that enables him or her to interact successfully in any setting. Initially, Thorndike (1920) stated that social intelligence is ability to understand others which encompasses a cognitive appreciation of others and behavioral effectiveness. However, there were several problems encountered with the operationalization of this definition of social intelligence. Marlowe (1986) further added that social intelligence is multidimensional that encompasses the social self-perception domain and the social skills domain. Barnes and Sternberg (1989) defined social intelligence as the ability to decode social information. Like other researchers, Wong, Day, Maxwell and Meara (1995) also agreed that social intelligence is a multidimensional construct that encompasses social perception, social knowledge, and social behavior. However, Lee, Wong, Day, Maxwell and Thorpe (2000) stated that social intelligence has only two dimensions namely social inference and social knowledge. Therefore, the construct of social intelligence is multidimensional with several components that are designed to assess the 'understanding of others'. In addition, the social intelligence construct is of subjective nature and the facets of social intelligence makes it difficult to measure.

Researchers and scholars have identified the important role of social intelligence. Social intelligence improves employees' effectiveness through their ability to deal with social relationships, networking and cooperation with others. A study by Ebrahimpoor, Zahed, and Elyasi (2013) found that social intelligence that encompasses social skills, social information processing, social awareness and social desirability had a positive impact on performance. A study by Williams (2008) indicated that social intelligence competencies matter in organizations. The study by Williams (2008) found that outstanding employees had higher social intelligence because the social intelligence competencies improves employee's ability to lead and manage others to achieve desired goals. A study by Rahim et al., (2018) showed that social intelligence was positively related to problem solving and problem solving is one of the components associated with employee effectiveness and performance. Beheshtifar and Roasaei (2012) stated that social intelligence encompasses an awareness concerning the effect of relationships in enhancing employee performance. Furthermore, social intelligence also encompasses the employee's ability to exercise flexibility and choose an appropriate response (Beheshtifar and Roasaei, 2012). Social skills are a relevant and an important component of social intelligence and studies have found a positive relationship

between social skills and job performance (Hochwarter, Witt, Treadway and Ferris, 2006; Beheshtifar and Norozy, 2013). Beheshtifar and Norozy (2013) stated that higher levels of social skills can further facilitate interpersonal relationships and subsequently lead to more effective job outcome. Social intelligence has been linked to leadership and as stated by Ryan et al. (2009), social intelligence in a leader is developed when the leader encourages innovation within teams. Based on the above review, it is hypothesized that:

H1: Social intelligence has a positive influence on contextual performance of employees in Malaysia

Spiritual intelligence and contextual performance of employees.

Emmons (2000) described spiritual intelligence as a construct that encompasses an individual's capacity for transcendence, ability to go into higher spiritual states of consciousness, ability to invest daily activities and relationships with a sense of the sacred, ability to solve problems through the utilization of spiritual resources and the capacity to be virtuous or engage oneself in virtuous behavior. Noble (2000) agreed with the conceptual definition by Emmons' (2000) and further included consciousness and the conscious pursuit of psychological health for everyone to the five dimensions. Mayer (2000) described the activities as heightened consciousness and not as heightened intelligence. Mayer (2000) explained that the heightened consciousness is achieved through contemplation, meditation and other ways and focuses on an individual's transcendent state and oneness. Vaughan (2002), further added that spirituality has varying degrees of depth and expression that may be conscious or unconscious. Emmons (2004) summarized the concept of spirituality as a set of capacities and abilities that enable individuals to resolve problems and attain goals in their daily lives. Amram (2007) later stated that social intelligence encompasses meaning, consciousness, grace, transcendence, truth, peaceful surrender to self, and inner-directed freedom. Wigglesworth (2013) considered spirituality as an innate human need. He defined spiritual intelligence as a person's ability to behave with wisdom and compassion while maintaining inner and outer peace, regardless of the situation. Therefore, the concept of spiritual intelligence includes several dimensions and still subject to several interpretations and discussion among scholars is ongoing.

Spiritual intelligence is an important concept in human resource practices and past studies have shown that spiritual intelligence is a positive predictor of employees work related outcomes (Mahmood et al., 2015; Emmons, 2000). A study by Malik and Tariq (2016) revealed that spiritual intelligence had a positive effect on the quality of work and increases the organizational performance. A study by Mahmood et al. (2015) showed a positive and significant relationship between spiritual intelligence and job performance. The study further found that training can further improve the impact of spiritual intelligence on employees' performance. Another study by Rastgar (2012) found that employee's spirituality at work place was a positive predictor of organizational performance. Similarly, a study by Attri (2012) found that spiritual intelligence can improve employees' productivity. Marques (2008) stated that spiritual employees who engage in enlightened behavior should find encouragement by understanding that every admirable turnaround requires pioneers and setbacks. Emmons (2000) also supported the positive role of spiritual intelligence and its positive relationship with better performance. Martin and Hafer (2009) measured spiritual intelligence based on Ashmos and Duchon's (2000) model but the regression results did not show a significant relationship between emotional and spiritual intelligence towards performance. Upadhyay (2017) found

that spiritual intelligence was a positive predictor of contextual performance. However, a study by Anbugeetha (2015) showed that spiritual intelligence had equal influence on both task and contextual performance. Therefore, based on past studies, there is a positive relationship between spiritual intelligence and performance. Based on the above review, it is hypothesized that:

H2: Spiritual intelligence has a positive influence on contextual performance of employees in Malaysia

III. METHODOLOGY AND RESEARCH DESIGN

Research Design

The research design for this study was the general plan of how the researcher went about answering the research questions. In this study the researcher collected primary data through a survey method (Saunders et al., 2016). The survey strategy in this study was associated with a deductive research approach. The survey strategy was used because it allowed the collection of data from a large population in an economical way. The analysis of the data was done using SPSS and SEM AMOS tools. This quantitative research is generally associated with positivism that was used with predetermined and highly structured data collection techniques (Saunders, et al., 2016). This quantitative research was an explanatory study that examined the relationships between variables, which were measured numerically and analysed using SPSS and SEM AMOS software tools. The time horizon for this study was cross-sectional and it involved the study of a particular phenomenon at a particular time (Saunders et al., 2016). Research ethics that include privacy, confidentiality and voluntary participation played a critical part in formulating a research design (Saunders et al., 2016).

Population, Sampling and Sample Size

In this study, sampling technique was used because it enabled the researcher to reduce the amount of data that need to be collected (Saunders et al., 2016). It was impracticable for the researcher to collect data from the entire population. The study population were employees engaged in the services sector in Malaysia. Non-probability sampling techniques was used and as stated by Saunders et al. (2016), the issue of sample size is ambiguous and there are no rules. Convenience sampling was used and this involved selecting cases that were most conveniently available to obtain the data. The sample size in non-probability sampling is dependent on the research questions and objectives. A list of the employees was not available and the researcher selected organizations that he was able to negotiate access (Saunders et al., 2016). Statistical analyses usually require a minimum sample size of 30 (Saunders et al., 2016). To determine the sample size for Structural Equation Modelling and Confirmatory Factor Analysis, there is no generally accepted criteria (Hair et al., 2010). When considering models with five or fewer constructs, Hair et al. (2010) suggested the minimum sample size of 100. In this research, the target sample size was 150.

Instrumentation

In this explanatory research, a questionnaire was used because it enabled the researcher to examine and explain the cause and effect relationships between variables (Saunders et al, 2016). A survey method was used and self-completed questionnaires were completed by the respondents. The design of the questionnaire was based on the

research questions and closed ended questions were used to collect data. The closed questions included category questions and rating questions based on a five point Likert type scale. The closed ended questions were pre-encoded. The self-completed questionnaires took the form of a covering letter and an e-mail was included in the welcome screen (Saunders et al., 2016). The questions were adapted based on past studies. To measure spiritual intelligence, the questions were adapted from a study by King and DeCicco (2009). To measure contextual performance, the questions were adapted based on a study by Pradhan and Jena (2017). To measure social intelligence, the questions were adapted based on a study by Frankovsky and Birknerová (2014).

Data Collection

Survey method for collecting data is a suitable and helpful method of collecting data when the research objectives require quantitative data (Bryman and Bell, 2007). A total of 200 self-completed questionnaires were distributed to respondents through the Internet. The researcher also used delivery and collection method where he delivered the questionnaire by hand to each respondent and collected later. The hand delivered questionnaires had a higher response rate than the internet administered questionnaires. The response rate for internet administered questionnaires was low. After a lapse of one month, only 50 responses were received and friendly reminders were sent. For most academic studies involving individuals, response rates of approximately 50 per cent are reasonable (Baruch and Holtom 2008). A total of 150 questionnaires were received after three months. However, there were only 140 questionnaires good questionnaires.

Data Analyses

In this study, structural equation modelling (SEM) was used to test the model that was hypothesized (Schumacker and Lomax, 2010). The goal of SEM analysis was to determine the extent to which the theoretical model is supported by sample data (Schumacker and Lomax, 2010). The basic models in this analysis included regression, path and confirmatory factor models. The SPSS and AMOS software programs were used. An important step in structural equation modeling was data screening to check for missing data and outliers. In this confirmatory approach, the researcher hypothesized a theoretical model and then tested whether the data fit the model based on acceptable model-fit criteria (Schumacker and Lomax, 2010). In this study, the structural model was developed. The researcher used modification indices and deleted paths in the model to arrive at a final best model. The model estimation method used was the maximum likelihood technique. A total of four questions with low factor loadings were deleted. The first criterion was the non-statistical significance of the chi-square test and the root-mean-square error of approximation (RMSEA) values, which are global fit measures (Schumacker and Lomax, 2010). Model estimation that involved the estimation of the parameters in the regression model and the regression weights for the independent predictor variables was computed (Schumacker and Lomax, 2010).

IV. RESULTS

Categorical variables and demographic profiles of the respondents

There were more females than male respondents. A total of 64% (n=90) were females and 36% (n=50) were male. Most of the respondents were in the younger age group where a total of 64% (n=89) were between the age range of 18 to 25 years. Another 36% (n=51) above the age of 25 years. There were more singles than married respondents. Majority of the respondents were not married. A total of 77% (n=108) were singles and 23% (n=32) were married.

Distribution of data and Descriptive Statistics

The highest mean score was 4.09 and the lowest was 3.79. This indicates the mean score is high. The standard deviation was low and this indicates a low of dispersion of a set of data from its mean. The data is negatively skewed. The skewness is within the accepted range of ± 2 (Garson, 2012). Kurtosis refers to the pointedness or flatness of the distribution compared with normal distribution. The kurtosis is within the accepted range of ± 2 (Garson, 2012). Therefore, the normality of data distribution is established in this study.

Table 1: Descriptive Statistics

	Minimu	Maximu	Mean	Std.	Skewness		Kurtosis	
	m	m		Deviation	Statisti	Std.	Statisti	Std.
	Statistic	Statistic	Statistic	Statistic	c	Error	c	Error
Social intelligence	1.75	5.00	3.6946	.74974	-.136	.205	-.861	.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

4.3 Reliability

For internal consistency, Cronbach alpha is most frequently used. The Cronbach alpha is a measure of is to measure the consistency of responses to a set of questions that are combined as a scale to measure a particular concept. The alpha coefficient values of 0.7 and above in this study indicate that the questions combined in the scale are measuring the same thing (Saunders et al., 2016). The Cronbach alpha values for the dependent variable was .888. For spiritual intelligence and social intelligence constructs, the score was .898 and .905 respectively.

Table 2: Reliability Cronbach alpha scores

Variables	Cronbach Alpha value
Performance	.888
Spiritual intelligence	.898
Social intelligence	.905

4.4 Significance tests Hypothesis testing

In Table 3, the standardized estimates indicate the relative contributions of each exogenous or predictor variable to the endogenous or the outcome variable. The structural model shown in Figure 1 shows the hypotheses that were tested and relates to the pattern of causal structure linking several variables. The path coefficient of social intelligence towards performance is .07 and the hypothesized path is not significant (p value >0.001). Hence hypothesis H1 was not supported. The path coefficient of spiritual intelligence towards performance is .83 and the hypothesized path is significant (p value <0.001). Hence hypothesis H2 was supported.

Table 3: The Regression Path Coefficients between the constructs and its significance

Hypothesis Statement for Path Analysis	Estimate	P	Significance	Result of Hypothesis
H1. Social intelligence has a positive influence on conceptual performance	.07	.736	Not Significant	Not Supported
H2. Spiritual intelligence has a positive influence on conceptual performance	.83	.000	Significant	Supported

Evaluating the fitness of the measurement model

In SEM, the model fitting process involves determining the goodness-of fit between the hypothesized model and the sample data (Hair et al., 2010). The three model fit indices are Absolute Fit, Incremental Fit, and Parsimonious Fit (Awang, 2012). The Chi square goodness of fit metric assessed the correspondence between theoretical specification and empirical data (Awang, 2012). The Comparative Fit Index (CFI) is an incremental fit index and CFI values close to 0.95 as suggested by Hu and Bentler (1999) are associated with a good model fit. The Root Mean Square Error of Approximation (RMSEA) better represents how well a model fits and lower RMSEA values indicate better fit. A RMSEA value of 0.8 indicates that only the model has not explained 8% of the variance in the data (Awang, 2012). The results shown in Table 3 indicates that the model adequately fits the data and the indices indicates a good fit to the model (CFI=.887, RMSEA=.08). A RMSEA value of 0.8 indicates that only the model has not explained 8% of the variance in the data (Awang, 2012).

Table 4: Categories of model fit, level of acceptance and Index Values

Name of Category	Name of Index	Level of Acceptance	Actual Index Value	Accepted
1. Absolute Fit	RMSEA	RMSEA<0.08	.082	Level achieved
2. Incremental Fit	CFI	CFI>0.09	.887	Level achieved
3. Parsimonious Fit	Chi-Square/ df	Chi-Square/ df < 3.0	2.112	Level achieved

Final structural model with standardized path coefficients

The structural model shown in Figure 1 shows that Performance is influenced by spiritual intelligence and social intelligence. The factor loading for each item in a measurement model to measure the latent constructs are shown in Figure 1 below. The entire items are having a factor loading of at least 0.5 and as such the fitness indexes for that measurement model are achieved.

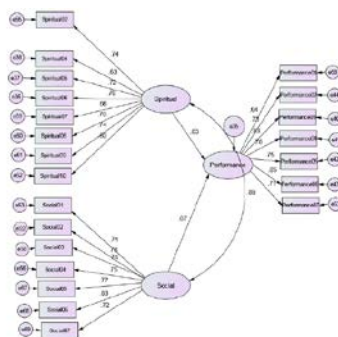


Figure 1: Final structural model with standardized path coefficients

V. DISCUSSION AND CONCLUSION

The results of this study revealed that only spiritual intelligence had a positive and significant influence towards contextual performance of employees engaged in the services sector in Malaysia. This finding is consistent with Emmons (2000) who stated that spiritual intelligence is a set of skills and abilities which are relevant to intelligence and differences in individuals in spiritual intelligence constitutes core features of an individual. George (2000) also stressed the role of spiritual intelligence was for an individual to find and use the deepest inner resources and further develop a clear and stable sense of identity. In the workplace, employees with high spiritual intelligence have the ability to stay focused and calm in any situation. They also have a more relaxed perspective on life (George, 2000). Employees with high spiritual intelligence are able to build good relationships and inter-personal understanding. Moreover, employees with high spiritual intelligence understand the reason for change and are able to accept that change is good and do not have feelings of resentment or fear. Employees with high spiritual

intelligence have the ability to see things as they are and such deep understanding will contribute to higher levels of performance (Vaughan, 2002). Therefore, the results of this study is consistent with past studies that found spiritual intelligence is an important concept in human resource practices (Mahmood et al., 2015; Emmons, 2000). A study by Mahmood et al. (2015) also showed a positive and significant relationship between spiritual intelligence and job performance. Similarly, Upadhyay (2017) found that spiritual intelligence was a positive predictor of contextual performance. Anbugeetha (2015) also showed that spiritual intelligence had equal influence on both task and contextual performance. Therefore, organizations should utilize spiritual intelligence in the selection, motivation and development of employees to improve job performance.

It was hypothesized that social intelligence has a positive influence on contextual performance. However, results showed that the relationship was insignificant and therefore the hypothesis deviated from past studies. This may be due to respondents of this study who were generally young. A study by Deloitte revealed critical gaps in skill development (Mautz, 2018). In the study, respondents listed job skills they felt were essential and interpersonal skills was list as one of the biggest skill gap. Another possible explanation is that emotional intelligence and social intelligence complement each other. A study by Adetula (2016) showed that social intelligence had a significant relationship with performance only when combined with emotional and cognitive intelligence. However, when social intelligence was tested separately on its own, its impact may not be significant. Other factors such as workplace environment may also affect the role of social intelligence. A study by Sreeja and Nalinilatha (2017) showed that there was no significant relationship between social intelligence and performance when the employees did not find a healthy work environment to develop their social intelligence.

From the practical perspective, the results of this study showed that spiritual intelligence has a significant impact on improving the contextual performance of employees. Therefore, organizations and Human Resource managers are encouraged to include spiritual intelligence in their employees' selection and development practices. Other than improving performance of employees, spiritual intelligence can be employed to manage change and create effective relationships that results in a conducive workplace. Employees with high spiritual intelligence can help others by helping them understand change or other developments in the workplace. In terms of development of employees, training programs on spiritual intelligence can further improve productivity. It is further suggested that human resource practitioners should incorporate team based learning which may be more efficient. In the longer term, the development of spiritually intelligent employees with a set of capacities and abilities that enable them to remain calm, resolve problems and attain the organizational goals will benefit organizations. As stated by Wigglesworth (2006), the employees with higher spiritual intelligence behave with values and compassion, while maintaining inner and outer peace, regardless of the situation, and are able to successfully cope with the demands of daily life.

Findings from this study created the awareness of spiritual intelligence and this will further create interest in further studies on spirituality of individuals and employees. The concept of spiritual intelligence is relatively new and further research on the role of spiritual intelligence in the current work environment will provide new ideas and insights. From the theoretical perspective, this research revealed the significant role of spiritual intelligence towards

contextual performance of employees. This study further contributed to existing knowledge relating to the role of spiritual intelligence.

Several limitations related to this study were noted. The first limitation was the cross sectional approach to this study. Only one snapshot of the data was collected. However, data collected at different times during the day such as at the start of day and at the end of day may produce different results. In addition, collection of data at two or more different times may produce different results. Therefore, it is recommended that a longitudinal study can be a better research design. Secondly, only spiritual intelligence and social intelligence were the predictors in this study. The dimensions of spiritual intelligence and social intelligence were not tested in this study. Therefore, the inclusion of the various dimensions of spiritual intelligence in future research will provide better results. Thirdly, this was a quantitative study that used self-reported questionnaires to collect numeric data only. For future research, a more in-depth qualitative study is recommended. A qualitative study can provide richer information that can be beneficial. Lastly, demographic categorical variables such as age and gender were not tested. There can be differences due to age, gender or other demographic profiles of respondents. For future research, it is recommended that categorical variables be included as moderators. For instance, age can be a moderator between spiritual intelligence and performance.

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