



Impact of Spiritual Intelligence on Organizational Performance

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ABSTRACT

This study reveals that spiritual intelligence plays a positive and significant role on the quality of work. In this study the work was done in finding that variables such as organizational culture and demographic facts (gender, age and education) act as moderators between the relationship of spiritual intelligence and organizational performance. Population of this study was employees of banks. Sample size was 300. Primary and secondary data were used in this research. Data was analyzed by using statistical software SPSS (16) versions. The study evaluated that there is significant positive relationship between spiritual intelligence and organizational financial performance in terms of ROA and Tobin's Q value. From the results of this study one can interpret that the spiritual intelligence increases the organizational performance while age, gender, education and organizational culture act as a moderator on their relationship. This research will motivate the managers to enhance spiritual intelligence of employees to increase efficiency and effectiveness.

Keywords: Spiritual Intelligence, Organizational Culture, Demographic Variable

JEL Classifications: J11, M12, M14

1. INTRODUCTION

Employees play a vital role in the progress of both manufacturing and service sector. Rosenthal (1995) points out in his study that human skill has direct effect on the organizational performance. Human resources play an important role on the achievement of organization (Manzoor, 2012). Sheng and Chen (2012) point out that spiritual intelligence is necessary for the growth of an organization. Emmons (2000) illustrated a result from his study that spiritual intelligence enables the employees to develop the valuable outcome at work place. Rostami et al. (2014) analyzed that spiritual intelligence has become a part of the management.

Organizational performance has been evaluated to verify the success and progress of the organization. Performance evaluation is necessary for all organizations. Organization performance can be measured by using different scales but now a days' Balance score card is mostly used for the evaluation of performance. Kaplan and Norton (1992) introduced four performance measures that are customer perspective, financial perspective, employee's perspective and product innovation perspective. Schneider et al. (2003) measured the organizational financial performance by using return on asset (ROA), return on equity (ROE) and earning per

share. Internal performance of the organization is analyzed by using return on asset ratio while market performance is checked out by Tobin's Q value (Alkhatib and Harsheh, 2012).

Organizational culture is collection of minds, values and behaviors which can differentiate the one organization to other. Organizational culture plays an important role in performance when it is established properly. Cultural difference can make the diversity in thinkings, behaviors and actions of people. It reveals the unique mind, attitude and behavior of a person. It can manage the atmosphere of an organization.

This study differs from previous studies because this research found out that culture and demographic variables have influence in the relationship of spiritual intelligence and organizational performance. In research we found that to what extend employee's spiritual intelligence affects the organization performance when organizational culture and demographic variables are used as moderators. This research consists of mixed study.

In this study we will present the data to provide evidence on the relationship of spiritual intelligence and organizational performance. In addition, we will test that variables like

organizational culture and demographic characteristics moderate the relationship of spiritual intelligence and organizational performance.

2. LITERATURE REVIEW

2.1. Spiritual Intelligence

Vaughan (2003) describes that “intelligence is as an ability of a person to handle cognitive complication.” Soebyakto and Ming (2012) described that “this is an ability of someone to find out the solutions of troubles.” Amram (2009) examined in his research that for a successful leader personality traits, emotional intelligence and spiritual intelligence play an important role. Sapta et al. (2013) examined that both spiritual intelligence and emotional intelligence can influence on employee’s commitment with the organization. Yadav (2011) believed that spiritual intelligence has direct affect on employee’s performance.

Ahmadian et al. (2013) define in their paper the spiritual intelligence in such a way that “it is the ability in a person to build up dream and also give a will power to fullfill that dream.” Another researcher Alam (2014) argues that “spiritual intelligence is the problem solving approach in a person which focuses on ethical values, cognitive and emotional intelligence.” Other researchers like Howard and White (2009) analyzed in their research that “spiritual intelligence is the interconnection of ideas, experiences and thinking that make a proper sense in the life of people.”

Zohar (2000) introduced a book on the name of “spiritual intelligence: The ultimate intelligence” in which they defined the spiritual intelligence as “it is the intelligence in which a person can access the meanings, vision and core values of his life.” Zohar (2005) analyzed that spiritual intelligence helps a person to access the meaning of life and it also helps to be more creative and innovative. In the book of “spiritual capital” Zohar and Marshall introduced the concept of capitalism and ravenousness. They said in their book “spiritual capital” that profit should be earn for public purpose not for private purpose.

Ronel and Gan (2008) described in their study that spiritual intelligence is the ability to think about world, oneself and spend one’s life according to that. Bhangale and Mahajan (2013) examined that spiritual intelligence helps a person to achieve goals. Nodehi and Nehardani (2013) analyzed that spiritual intelligence gives a person sense of meaning of his life and it plays a vital role in work place because it can enhance the employees’ satisfaction. Some people feel that spirituality and religion is same thing but actually there is a difference between the two (Frisdiantara and Sahertian, 2012). According to Rani et al. (2013) that in the Holy Quran there is no difference between religion and spirituality, both the words are interconnected with each other. Moosapour et al. (2013) described that spiritual intelligence consists of four components such as (1) existential thoughts, (2) connotation production, (3) awareness, and (4) mind full state expansion. Usman and Danish (2010) examined that spiritual intelligence builds up strong connection with the organization and among employees of the organization and that one also develops a feeling of unity and love.

Bagheri et al. (2013) define in their article about spiritual intelligence in islamic perspective and western perspective. King and Decicco (2009) developed first report to measure spiritual intelligence. Spiritual intelligence plays a vital role in development of each type of intelligence (King et al., 2012). Safara and Bhattia (2013) analyzed that spiritual intelligence brings peace in life of people because due to spiritual intelligence people behave with wisdom.

Amram and Dryer (2008) have identified five constructs of spiritual intelligence. These are consciousness, transcendence, grace, meaning and truth. A consciousness trait is the ability to elevate consciousness. Bagheri et al. (2013) analyzed that the foremost need is to resolve conflict in order to bring spirituality at work. Moreover, spirituality in the organization means that employees are connected with principles and rules of organization (Rani et al., 2013). Spiritual intelligence of employees is that aspect of life which increase personal and business success (Javaheri et al., 2013). Spiritual intelligence brings success and peace in life of people which build up postive effect on health of people.

Personality traits of person have positive relationship with spiritual intelligence in such a way that it helps out to solve daily problems (Motaghedi and Amraie, 2014). Lynton and Thogersen (2009) analyzed that leaders use spiritual intelligence to attain extraordinary outcome in their organization. Rostami et al. (2014) examined that spirituality at work place have positive effect on teacher’s performance. There is a positive relationship among employee’s spirituality, job commitment and employee’s job performance (Campbell and Hwa, 2014). They analyzed that age, gender, experience and education are those important factors which have significant effect on employee’s performance.

Spiritual intelligence shapes behavior and increases performance of people in a meaningful way (Khoshnatin, 2012). According to Farsani et al. (2013) spiritual intelligence and personality traits of employees are those factors which play a vital role in the success of organization. Spirituality at place of work creates a feeling of unity among employees and also such feelings that they are the part of those organizations (Karakas, 2010). According to Kaur (2013) there is strong relationship between spiritual intelligence and job satisfaction of employees. Torabi and Javadi (2013) describe that there is strong relationship between spiritual intelligence and employee’s job engagement.

2.2. Organizational Performance

Spiritual intelligence plays a major role on employee’s satisfaction and it also has an influence on employees performance at work environment (Ali Shah and Ellahi, 2012). Companies that want to increase market share must focus on improving organizational performance measurement system (Gavrea et al., 2011). Kaplan and Norton (1992) balance scorecard is mostly used in organization and it is also used by many researchers to measure corporate performance. It measures organizational performance in four perspectives. Those perspectives are customer perspective, internal process perspective, financial perspective and organizational learning and innovative perspective. Financial and service organizations mostly used financial variables to find out performance of organization (Abu-

Rub and Abbadi, 2012). Organizational financial performance can be evaluated by inspection i.e., what is the cost, revenue and profit (Chhiner and Ghatehorde, 2009). Alkhatib and Harsheh (2012) measured organizational performance in Palestinian banks by return on asset, Tobin's Q and economic value added. In Jordanian, performance of banks is evaluated by ROA, ROE and economic values (Khrawish, 2011).

2.3. Organizational Culture

Mcshane and Von Glinow (2008) defined that "it consists of shared values and beliefs which guide a person to adopt specific behavior." Organizational culture has three main functions such as controlling of organization, building strong relationship among employees and develops a feeling of unity and also developing a feeling among employees that they are the part of organization (Al-Qutop and Harrim, 2014). Manager wants to invest in those businesses where the effect of environment on business is positive (Hansen and Wernerfelt, 1989). When values of employees are matched with organization values then they can show high level of commitment and performance in achieving goals of organization (Shahzad et al., 2012).

Ahmed and Shafiq (2014) examined in their research that organizational culture have a positive effect on organizational performance. When an organization has conducive environment then there is possibility of developing spiritual intelligence of employees (Chin et al., 2011). Literature pays more attention to this point of view that performance of the organization can be increased or decreased with the change of strong and weak culture (Ahmad, 2012). O'Neill et al. (2001) described in their study that organizational culture has influence on employee's behaviour to achieve specific objectives by reducing uncertainty.

Abu-Jarad et al. (2010) investigated that culture has imposing link with the performance of an organization. Shahzad et al., (2012) concluded in their research that good leaders want only strong culture at work place to enhance organizational performance. Competitive advantage of organizational is usually based on employee's performance and also on organizational culture because in reality these two factors can increase organizational performance very rapidly (Awadh and Alyahya, 2013).

2.4. Demographic Variables

Khupe (2011) examined in his research that age, education and gender can produce positive effect on people decision. Demographic variables have positive impact on the relation of spiritual intelligence and employee's performance (Bagheshahil et al., 2014). Nodehi and Nehardani (2013) analyzed that there is no difference between male and female spiritual intelligence but experience has effect on spiritual intelligence. Rabindarang et al. (2014) analyzed that employee's commitment is affected by demographic variables. Al-Kahtani (2012) examined that age is the one of demographic factors which can affect employee's commitment with the organization. Bagheri et al. (2010) examined that spiritual intelligence of nurses brings happiness in their lives. They examined that spiritual intelligence and nurses happiness have no relation with the demographic variables i.e., age, experience and education.

2.5. Spiritual Intelligence and Organizational Performance

Organizational financial performance is affected by spiritual intelligence of employees (Ayranci, 2011). According to Rastgar (2012) there is a positive relationship between employee's spirituality at work place and organizational performance. According to Danquah (2014) intelligence improves organizational financial performance when we control culture and demographic variables. People those have high level of spiritual intelligence that are able to cope with stress (Ahmadian et al., 2013). Spiritual intelligence of employees creates positive impact on organizational health (Bavarsad et al., 2014). Isfahani and Nobakht (2013) analyzed that spiritual intelligence have positive impact on employee's happiness in different ways. In Muslim microfinance institution, spirituality at workplace plays a vital role in the organization effectiveness and also it influences organizational performance (Tsafie and Rahman, 2013). Spiritual employees' are more productive because they are more satisfied and committed with their jobs (Geigle, 2012).

Whenever in the organization spiritual intelligence is in play, there is guarantee of success of that organization (Chin et al., 2011). For bringing a change in the organization there is need of strong organizational culture (Rashid et al., 2004). Such as if there is a person having spirit to work and better ability to understand the feelings of one self and others then the chance of problem occurrence in the organization become less (Bavarsad et al., 2014). Attri (2012) examined that spirituality at work place can increase the productivity of employees and organization. When spiritual intelligence is in play then there is a guarantee of success of that organization (Sheng and Chen, 2012). Sharma and Bharti (2014) said that spiritual development is required for growth of good management in the organization. There is a strong relationship between employees' spiritual intelligence and their performance (Motakallem, 2014).

2.6. Research Hypotheses

- H1: There is a significant positive relationship between spiritual intelligence and organizational performance.
- H2: Demographic variables moderate the relationship between spiritual intelligence and organizational performance.
- H3: Organizational culture moderates the relationship between organizational performance and spiritual intelligence.

3. METHODOLOGY

In this study descriptive and quantitative research methods were used. In this study we adopted the methodology of Danquah (2014). In this research data were collected by primary and secondary sources. Primary data was collected by questionnaire while secondary data was collected by annual reports of banks and other different sources. Data of financial ratios of banks were found out by annual reports of banks and KPMG (2013) data supply. Table 1 shows top ten banks of Pakistan in 2013.

In Pakistan 38 banks are operating included government banks, private banks and Islamic banks. Population of this study were employees of banks which have been working for the last (5) years

Table 1: Top ten banks of Pakistan in 2013

Bank	HBL	NBP	UBL	MCB	ABL	BAF	BAH	SCB	Askari	Faysal
Ranking	1	2	3	4	5	6	7	8	9	10
Branches	1546	1342	1283	1208	948	423	320	116	281	269

Source: KPMG 2013

in these selected banks. Sample size was 300 employees who are working in these selected ten banks.

Organizational performance in this study was measured by two financial ratios. These ratios were return on asset and Tobin's Q. Return on asset was used to measure the financial performance of a company (Goh and Rayan, 2002). Tobin's Q value provides the information of future market value of firm. Amram and Dyer (2008) spiritual intelligence scale which is known as the name of integrated spiritual intelligence scale was used in this research. In this research organizational culture scale was adopted which was developed by Ahmed and Shafiq (2014). This scale is based on Hofstede (1980) four dimensions to measure the organizational culture. Statistical Package for Social Science (SPSS) software was used for data analysis.

4. RESULTS

Table 2 describes the characteristic of respondents and their background information. In this study 65% participants were males while 35% were female. Respondents ages are different such as in this study 46.7% respondents are below 30, 29.7% respondents are between 31 and 40, 22.3% respondents are between 41 and 50 and 1.3 respondents are above the 51. In this study educational response of participants shows that there are 18% bachelor while 82% are master or PhD.

4.1. Reliability and Validity of Instruments

Pilot study was conducted to check out the reliability and validity of instruments.

4.1.1. Reliability

Table 3 shows constructs reliability are above the value of 0.7. Reliability test confirmed the consistent of the outcome.

4.1.2. Scale validity

Validity of questionnaires was checked out by exploratory factor analysis technique. Kaiser's values are >0.7 . This is considered acceptable value for sample adequacy. Kaiser's value in this study was 0.87. This output illustrates that in Bartlett's test $P < 0.05$. According to Table 4 we can reject the null hypothesis.

Table 5 shows Kaiser value is >0.7 . That's why we considered this is acceptable sample adequacy. This output indicates that in Bartlett's test level of significance is <0.05 . From this test we can reject the null hypothesis.

4.2. Statistics Analysis: Results and Interpretations of the Findings

4.2.1. Correlation analysis

Bivariate correlation analysis was initiated to check out that there is any relationship between spiritual intelligence and dimensions of organizational performance. This analysis illustrates that financial

Table 2: Description of age, gender and educational statistics

Demographics	Type	Frequency	Percent
Gender (300)	Male (1)	195	65
	Female (2)	105	35
Age (300)	Below 30 (1)	140	46.7
	31-40 (2)	89	29.7
	41-50 (3)	67	22.3
	Above 51 (4)	4	1.3
Education (300)	Bachelor (3)	55	18
	Master and PhD (4)	245	82

Table 3: Scale reliability

Construct	Number of items	Alpha
Spiritual intelligence	33	0.855
Organizational culture	14	0.867

Table 4: KMO and Bartlett's test of spiritual intelligence

KMO measure of sampling adequacy	0.872
Bartlett's test of sphericity	
Approximately Chi-square	3728.243
df	528
Significant	0.000

KMO: Kaiser-Meyer-Olkin

Table 5: KMO and Bartlett's test of organizational culture

KMO measure of sampling adequacy	0.894
Bartlett's test of sphericity	
Approximately Chi-square	1655.616
df	91
Significant	0.000

KMO: Kaiser-Meyer-Olkin

ratios i.e., ROA and Tobin's Q have significant relationship with spiritual intelligence.

4.2.1.1. Result

This Figure 1 illustrates the relationship between spiritual intelligence and organizational performance. There is a significant positive relationship between return on asset and spiritual intelligence of employees. Correlation between return on asset and spiritual intelligence is $r = 0.231$, $P < 0.01$. It means that employee's spiritual intelligence can increase return on asset of banks. According to Figure 1 there is a significant positive relationship between Tobin's Q value and spiritual intelligence of employee's ($r = 0.237$, $P < 0.01$).

There is a significant relationship between spiritual intelligence and organizational performance in terms of ROA and Tobin's Q.

4.2.2. Regression analysis

We analyzed the relationship of organizational performance and spiritual intelligence by using regression analysis.

Table 6 illustrates that spiritual intelligence has 5.3% manipulation power in the organizational performance in terms of ROA. Adjusted R square implies that 5% variability of ROA is due to spiritual intelligence. This model explains that spiritual intelligence is independent variable and ROA (which is proxy of organization success) is dependent variable.

Table 7 describes the F test on relationship of dependent and independent variable. It describes that the spiritual intelligence is prediction of ROA. This test ($F [1, 298] = 16.84, P = 0.000$) is significant at 1% level of significant.

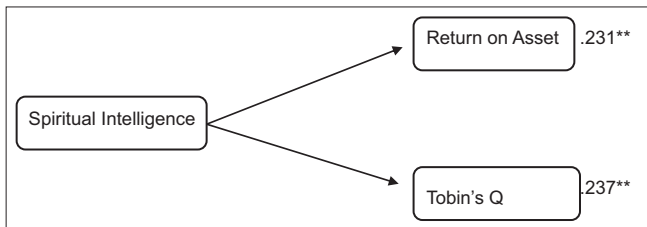
Table 8 describes that spiritual intelligence can manipulate 5.6% the organizational performance in terms of Tobin's Q. Adjusted R square describes that 5.3% variability of ROA is due to spiritual intelligence. This model declares that spiritual intelligence is independent variable and Tobin's Q is dependent variable in which Tobin's Q is the proxy of organization performance.

Table 9 illustrates the F test. F test allied that Tobin's Q can be predicted by spiritual intelligence. This test $F (1,298) = 17.53, P = 0.000$ is significant at 1% level of significant. There is a linear function between spiritual intelligence and Tobin's Q.

4.2.3. Partial correlation

Research question 2: Do demographic variables moderate the relationship between spiritual intelligence and performance of top ten banks of Pakistan?

Figure 1: Relationship between spiritual intelligence and performance indicators



**Correlation coefficient is significant at the 0.01 level (two-tailed)

Table 6: Model summary of regression analysis in which ROA as dependent variable

Model	R	R ²	Adjusted R ²	Standard error of the estimate
1	0.231 ^a	0.053	0.050	1.18429

^aPredictors: (Constant), spiritual intelligence, ROA: Return on asset

Table 7: ANOVA^b for dependent variable ROA

Model	Sum of squares	df	Mean square	F	Significant
1					
Regression	23.619	1	23.619	16.840	0.000 ^a
Residual	417.958	298	1.403		
Total	441.577	299			

^aPredictors: (Constant), spiritual intelligence, ^bDependent variable: ROA, ROA: Return on asset

This research questions will analyze that demographic characteristics of participants can be identified by age, gender and education. That's why this research question was divided into three parts. Such as:

Research question 2a: Does age moderate the impact of spiritual intelligence on performance of top ten banks of Pakistan?

Research question 2b: Does gender moderate the impact of spiritual intelligence on performance of top ten banks of Pakistan?

Research question 2c: Does education moderate the impact of spiritual intelligence on performance of top ten banks of Pakistan?

Research question 2a: Does age moderate the impact of spiritual intelligence on performance of top ten banks of Pakistan?

Result: Table 10 shows the partial correlation among financial ratios of selected banks and employee's spiritual intelligence while age serves as moderating variable in their relationship. At 1% level of significance the relationship between ROA and spiritual intelligence is significant, $r (297) = 0.231$ when we control age of employees. Return on asset and employee's spiritual intelligence has correlation of $r = 0.233$ without controlling the age of employees. When we control the age of respondent then the relationship of Tobin's Q value and spiritual intelligence is positively changed by 0.2% at 1% level of significant.

Research question 2b: Does gender moderate the impact of spiritual intelligence on performance of top ten banks of Pakistan?

Result: At 1% level of significance the relationship between ROA and employee's spirituality is $r (297) = 0.231$ while we control

Table 8: Model summary of regression analysis in which Tobin's Q as dependent variable

Model	R	R ²	Adjusted R ²	Standard error of the estimate
1	0.237 ^a	0.056	0.053	0.08891

^aPredictors: (Constant), spiritual intelligence

Table 9: ANOVA for dependent variable Tobin's Q

Model	Sum of squares	df	Mean square	F	Significant
1					
Regression	0.140	1	0.140	17.753	0.000 ^a
Residual	2.356	298	0.008		
Total	2.496	299			

^aPredictors: (Constant), spiritual intelligence

Table 10: Partial correlations while controlling for age

Control variables		ROA	Tobin's Q
Respondent age	Spiritual intelligence	Correlation 0.233	0.239
		Significance (two-tailed) df	0.000 297
			0.000 297

ROA: Return on asset

gender effect on their relationship. ROA and spirituality of employee's has correlation of $r = 0.230$ without controlling gender of employee's. Gender as moderator brings a negative change of 0.1% on the relationship of employee's spiritual intelligence and return on asset of banks (Table 11).

Research question 2c: Does education moderate the impact of spiritual intelligence on performance of top ten banks of Pakistan?

Result: Table 12 illustrates the relationship of spiritual intelligence and organizational performance after restrain the educational effect. The education brings a positive change of 0.2% on the relationship of employee's spiritual intelligence and return on asset ratio of banks.

Research question 3: Does organizational culture moderate the relationship of spiritual intelligence and performance of top ten banks of Pakistan?

Result: According to Table 13 when we control cultural effect then relationship between employee's spiritual intelligence and ROA is decreased by 1.1%, $P < 0.01$. While culture can decrease the relationship of spiritual intelligence with Tobin's Q value of a bank by 0.4% at 1% level of significance. From this Table 13 we can evaluate that organizational culture can negatively influence the relationship of spiritual intelligence and organizational performance (ROA and Tobin's Q).

5. DISCUSSION

According to Danquah (2015) intelligence can increase the organizational performance. He analyzed that control of demographic variables and organizational culture was necessary to show the relationship of spiritual intelligence and organizational performance. Ayranci (2011) examined in his research that organizational financial performance can be altered by spiritual intelligence. There is positive connection between spiritual intelligence and organizational performance (Rastgar et al., 2012). Attri (2012) found in his research that spiritual intelligence can enhance the organizational as well as employees productivity. Motakallem (2014) analyzed that spiritual intelligence can increase the employee's performance. Organizational culture influences on the development of spiritual intelligence of employees (Chin et al., 2011). Rostami et al., (2014) analyzed in their research that spiritual intelligence of men is superior to women. Organizational culture and employee's demography influence the relationship of spiritual intelligence and organizational performance (Danquah, 2014).

Empirical evidences support this point that spiritual intelligence is positively related to the return on asset ($r = 0.231$, $P = 0.000$) and Tobin's Q value ($r = 0.237$, $P = 0.000$). There is significant positive relationship among spiritual intelligence and organizational performance in terms of ROA and Tobin's Q. This research implied that employee's spiritual intelligence influence in the return on asset and Tobin's Q value of the banks. These two dimensions ROA and Tobin's Q are the proxy values of organizational performance.

Table 11: Partial correlations while controlling for gender

Control variables			ROA	Tobin's Q
Respondent sex	Spiritual intelligence	Correlation	0.230	0.236
		Significance (two-tailed)	0.000	0.000
		df	297	297

ROA: Return on asset

Table 12: Partial correlations while controlling for education

Control variables			ROA	Tobin's Q
Respondent education	Spiritual intelligence	Correlation	0.233	0.237
		Significance (two-tailed)	0.000	0.000
		df	297	297

ROA: Return on asset

Table 13: Partial correlations while controlling for organizational culture

Control variables			ROA	Tobin's Q
Organizational culture	Spiritual intelligence	Correlation	0.220	0.233
		Significance (two-tailed)	0.000	0.000
		df	297	297

ROA: Return on asset

According to this study age of employees enhance the relationship of spiritual intelligence with return on asset from 0.231 to 0.233 at 1% level of significance. While the relationship of spiritual intelligence and Tobin's Q increase from 0.237 to 0.239 at 1% level of significance. So, we can say from this study that age of employees can enhance the relationship of spiritual intelligence and organizational performance. In this study, education enhances the relationship of spiritual intelligence with return on asset about 0.2% at 1% level of significance. Result of study proves that gender reduces the impact of spiritual intelligence and organizational performance (ROA, Tobin's Q) by 0.1% at 1% level of significance.

6. CONCLUSION

This study analyzed that there is significant positive relationship between spiritual intelligence and organizational performance (ROA and Tobin's Q) when we control age, gender and education of participants. This study implied that age, gender and education act as moderator on the relationship of spiritual intelligence and profitability ratio. Organizational culture can change the relationship of spiritual intelligence and organizational performance. In the light of result, we can suggest several recommendations for organizations, managers, owners and researchers to increase the organizational performance. This research proposes that there is a need to increase employee's spiritual intelligence because its

importance is undeniable. Organization should focus in increasing the employee's motivation because this can increase its spiritual intelligence. Management should pay attention on improving employee's spiritual intelligence; it will increase the profit of organization. To develop spirituality at workplace organization should promote excellent training program. Mishra and Vashist (2014) analyzed that spiritual intelligence of employees can progress with the development and training programs. Limitation of this study is outlined below. Sample of this study was only top ten banks of Pakistan. In this study organizational performance was only deliberated by using financial measures.

According to this research work which is pioneer one to investigate the relationship of spiritual intelligence and organizational performance in Pakistan, following recommendations are specified for conducting further research. The set of data was small.

6.1. Implication to Research and Practice

This research proposes that there is a need to increase employee's spiritual intelligence because its importance is undeniable. Organization should focus in increasing the employee's motivation because this can increase its spiritual intelligence. Management should pay attention on improving employee's spiritual intelligence; it will increase the profit of organization.

6.2. Further Research

Further research would be conducted by increasing sample size in order to increase generalization. For extension of this study, more studies should be conducted on manufacturing industry to know the impact of spiritual intelligence on the organizational progress. In future, there should be examined other moderating and mediating variables which have an effect on the relationship of spiritual intelligence and organizational performance.

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