CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

The previous chapter gave an introduction to the core concepts in the present study, viz. spiritual intelligence, job satisfaction and life satisfaction. This chapter discusses the origin and development of the concept of spiritual intelligence, job satisfaction and life satisfaction and presents the review of the related studies conducted in India and abroad in these three areas. It contains a list of empirical researches conducted in these three fields. The reviewed studies were conducted in the past sixteen years mainly. They are arranged in chronological order from the oldest (2000) to the latest (2016) under theme wise subheadings. The intention is to examine whether any study has been conducted relating spiritual intelligence, job satisfaction and life satisfaction, in the recent past. This chapter is organized in three sections, section 1, section 2 and section 3. Section 1 deals with the historical context of spiritual intelligence, job satisfaction and life satisfaction and section 2 deals with the review of various studies conducted from 2000 to 2016 in the field of spiritual intelligence, job satisfaction and life satisfaction. Section 3 analyses various studies relating spiritual intelligence and job satisfaction, spiritual intelligence and life satisfaction and job satisfaction and life satisfaction. This is followed by the conclusion of Chapter 2

2.2 Historical Context of Spiritual Intelligence

The concept of spiritual intelligence was vague and shallow in the first and second millennium. The concept was developed as a discipline in the third millennium as a part of behavioural science. Wang Yangming who was in the
Neo-Confucian branch of Studies {Japanese: Yōmeigaku: 阳明学}, who lived during the early Edo period knew that there is spiritual intelligence of the mind of man. According to Banzan (1619–1691) the individual self divided into a physical body and a spiritual intelligence, the latter being primary. Yuan (Confucian scholar, 1635-1704) asserted that the voice (of God) is not heard with the ear of the flesh, but by the spiritual intelligence. Bourignon (1616–80), conclude that man can be raised from natural knowledge into spiritual intelligence and on into celestial wisdom. Of the two, intelligence and wisdom, he can look to the Lord, be conjoined with Him, and thereby live to eternity. Besant (1900), said that man is a spiritual intelligence, who has taken flesh with the object of gaining experience in worlds below the spiritual, in order that he may be able to master and to rule the mind in later ages take his place in the creative and directing hierarchies of the universe. He is spiritual intelligence, eternal and uncreated, treading a vast cycle of human experience, born and reborn on earth millennium after millennium, evolving slowly into the ideal man (Besant, 1900).

In the beginning of the 20th century, as psychologists discovered ways and means to measure intelligence, Aristotle's definition of man as "a rational animal" developed into an obsession with IQ. In the mid 1990's, Daniel Goleman (1995) popularized research into emotional intelligence, EQ. Now, in the twenty-first century, there is growing evidence that a third "Q" exists- "SQ," or Spiritual Intelligence. Zohar and Marshal(2000) opines that SQ is our most fundamental intelligence. Over the last few decades, theories of multiple intelligences have broadened the concept of intelligence beyond IQ to include emotional, creative, practical, social, existential and spiritual intelligences (Bar-On, 2000; Gardner, 1983, 2000; Emmons, 1999; Halama &Strizenec, 2004; Goleman, 2001; Salovey & Mayer, 1993; Sternberg, 1997; Covey, 2004). Whereas spirituality per se refers to the search for, and experiential elements of the sacred, ultimate meaning, higher consciousness
and transcendence, spiritual intelligence (SI) emphasizes the abilities that draw on such themes to predict functioning and adaptation (Emmons, 2000). Hence, the SI can be differentiated from spiritual experience or faith and religion. SI was defined as the ability to apply, manifest and embody spiritual resources, values and qualities to enhance daily functioning and wellbeing. SI explores how accessing our SQ helps us to live up to our potential for better, more satisfying lives.

2.3 Historical Context of Job Satisfaction

Job satisfaction is the most widely researched job attitude and among the most extensively researched subjects in Industrial/Organizational Psychology. One of the biggest preludes of the study of job satisfaction was the Hawthorne studies. These studies (1924-1933), primarily credited to Elton Mayo of at Hawthorne. This study referred to and focused on employee attitude and its impact on production levels. The study highlighted that employees and workers develop their own perceptions of the work situation and the social environment, which affects their attitudes towards their work. The findings of the study provided consistent results with the observations by Taylor in 1911, that individual workers want economic incentives/monetary rewards and are willing to work harder for it. He used the global approach to measure job satisfaction. Several work motivation theories have corroborated the implied role of job satisfaction. Work satisfaction theories, such as Maslow’s (1943) Hierarchy of Needs, Hertzberg’s (1968) Two-Factor (Motivator-Hygiene) Theory, Adam’s (1965) Equity Theory, Porter and Lawler’s (1968) modified version of Vroom’s (1964) VIE (Valence, Instrumentality, Expectancy) Model, Locke’s (1969) Discrepancy Theory, Hackman and Oldham’s (1976) Job Characteristics Model, Locke’s (1976) Range of Affect Theory, Bandura’s (1977) Social Learning Theory, and Landy’s (1978) Opponent Process Theory, have tried to explain job satisfaction and its influence. Such
expansive research has resulted in job satisfaction being linked to productivity, motivation, absenteeism/tardiness, accidents, mental/physical health, and general life satisfaction (Landy, 1978). Job satisfaction has emotional, cognitive, and behavioural components (Bernstein and Nash, 2008). The emotional component refers to job-related feelings such as boredom, anxiety, acknowledgement and excitement. The cognitive component of job satisfaction pertains to beliefs regarding one's job, whether it is respectable, mentally demanding/challenging and rewarding.

2.4 Historical Context of Life Satisfaction

The beginning of the study on Life Satisfaction goes to the century of Enlightenment thinking. From this perspective, the purpose of existence is life itself, rather than the service of King or God, Saris (1996) self actualization and happiness become central values. Society itself is seen as a means for providing citizens with the necessities for a good life. In the 19th century, this conviction manifested itself in the Utilitarian Creed that the best society is one which provides ‘the greatest happiness for the greatest number’. In the 20th century, it has inspired large scale attempts at social reform and influenced the development of the Welfare State. Efforts towards the creation of a better society manifested themselves in the attacks on the evils of ignorance, illness and poverty (Saris, 1996). Advances in the combat of these social ills were followed by efforts to create welfare-states that ensure a good life for everybody, in particular a good material standard of living. The extent of progress in that area was expressed in terms of monetary gains, security of income and the degree of income-equality. This gave rise to an abundance of social research on poverty and social-inequality, which today is still a major research tradition. In the 1960s, by which time most Western Nations had extensive Welfare-States, the new theme of ‘limits to economic growth’ appeared on the political agenda, and values came to shift to ‘post-
materialism’. This called for a broader conceptualization of the good life and its measurement. As a result, the term ‘quality of life’ was introduced. The initial use of the concept was polemical; serving to denote that there is more to human existence than material welfare.

2.5 Studies Conducted on Spiritual Intelligence

After discussing the historical context of spiritual intelligence, job satisfaction and life satisfaction, studies conducted by various researchers in the field of spiritual intelligence, job satisfaction and life satisfaction are examined.

Singer and Gray (1995) discovered neural processes in the brain devoted to making interconnections that unify rational, emotional, and spiritual experiences. Prior to Singer and Gray’s findings, the consensus in the scientific community was that the brain’s organization was capable of producing only two neural processes: (a) neurological processes serially connecting neural tracts, allowing the brain to think logically and rationally and (b) neurological processes where thousands of neurons are interconnected in a chaotic mode of massively organized bundles resulting in affective thoughts. Observation of unifying neural oscillations means that a third kind of thinking exists—unitized thinking. The brain unitizes neurological organizations resulting in cognitive processes that seek the answer to meaningful questions.

Ronel and Gan (2008) tried to focus on spirituality as part of a broad understanding of intelligence and the inquiry into human abilities. Based on a theistic approach, spiritual intelligence is perceived as an ability to understand the world and oneself through God-centeredness and to adapt one’s life accordingly. My aim here is to present spirituality as a basic quality from which certain skills or capacities arise. Spiritual intelligence is manifest in
interconnected attributes: faith, humility, and gratitude and integrative ability, ability to regulate emotions, morality and moral conduct. The thread that runs through these attributes is the purification of the mind on the way towards God by detecting and attempting to remove thoughts, emotions, and actions of selfish sources. I see it as a first attempt to introduce spiritual intelligence as core ability, a general factor that penetrates into and guides other abilities. An analysis of the nature of this ability is suggested here, taking into account known controversies about the study of intelligence. In view of this, it is asserted here that the general nature of spiritual intelligence can be manifested in any human realm, whether cognitive, emotional, moral, artistic, creational or other, and hence it differs from other forms of intelligence that are limited by definition. Spiritual intelligence is, then, a unique ability to understand, feel, evaluate, create, and act beyond self-centred motives and towards a spiritual meaning. Therapy or counselling may be useful in this developmental process of spiritual intelligence. Based on the concept of spiritual intelligence and the description of the various attributes, counseling may be seen as a process that assists one in recognizing and practicing spiritual intelligence in life.

Sisk (2008) mentioned that spiritual intelligence, using a multisensory approach to access one’s inner knowledge to solve global problems, could be an integrating theme to create global awareness among teachers and students. High consciousness, wholeness, presence and inner directedness as components of spiritual intelligence have been considered to be important for the workplace. In this research no relationship was found between social intelligence which might be because the amount of salary and benefit in education is considerately lower than in university or other institute.

Howard and White (2009) defined spiritual intelligence as an interconnected configuration of affective orientations intimately linked to create meaning
through connecting ideas, events and persons rather than to a specific religious tradition or orientation. An exploration of the meaning of transformational leadership in education in K-12 settings provides the basis for the development of a synthesis from a new perspective of two concepts that empower the dispositions of leadership impacting school culture.

**Lazar (2009)** examined the relationship between a multidimensional measure of spiritual orientation and measures of psychological functioning among a sample of secular Israeli Jews, one hundred and twelve research participants responded to the Spiritual Orientation Inventory to Self Report Measures of depression and life satisfaction. Significant relations between total spirituality and both depression and life satisfaction were covered even after controlling for religiousness. Partial Correlations revealed that life coherency, intrinsic values and experimental aspects of spirituality were related to these measures even after controlling for other dimensions of spirituality. Regression Analysis demonstrated the unique contribution of these three aspects of spirituality to the prediction of depression and of intrinsic spiritual values to the prediction of life satisfaction.

**Saidy et al., (2009)** discussed the importance of emotional and spiritual intelligence from the National Education Philosophy towards language performance of secondary school students. Five dimensions of emotional intelligence by Goleman (1998) namely aspects of self-awareness, self-control, motivation, empathy and social skills are being discussed in this study. Other than that, the adaptation suitability of Integrated Spiritual Intelligence Scale (ISIS) questionnaire introduced by Amram and Dryer (2007) for the purpose of measuring spiritual intelligence would also be discussed. One's level of intelligence does not depend only on their level of intellectual intelligence. In fact, it also depends on emotional and spiritual
intelligence which is seen as the element that could influence a student's level of achievement. Emotional and Spiritual Intelligence (ESI) is also able to influence the improvement of students’ value in order to produce a balanced individual as objectified by the National Education Philosophy.

Animasahun (2010) investigated the extent to which intelligent quotient, emotional intelligence and spiritual intelligence would jointly and relatively predict prison-adjustment among Nigerian prisoners. The participants were five hundred prisoners randomly selected from five prisons in Nigeria. They are made up of four hundred and fifty eight males and forty-two females. The study utilized ex post facto correlational research design. Multiple regression analysis and pearson product moment correlation were used to analyse data collected to test the three research questions raised in the study. This study has evidently proved that emotional intelligence and spiritual intelligence are far more important to adjustment processes and life success than the intelligent quotient that has always been over-emphasized. Therefore, parents, teachers, leaders, business executives and anybody in the position of authority should always encourage, motivate and reinforce anybody who demonstrates high level of emotional intelligence and spiritual intelligence, because these are the real pointers to life success and overall adjustment. It was therefore concluded that emotional intelligence and spiritual intelligence skills are far more important than intelligent quotient. Therefore instead of placing more emphasis on being brilliant, let students and people who demonstrate high level of emotional intelligence and spiritual intelligence be properly encouraged.

Hosseini et al., (2010) reviewed studies on adolescence, its relation to spiritual intelligence and the related theories. Spiritual intelligence has significant influence on the quality of life and it goes without saying that adolescence is a sensitive period, which requires specific training to make a brighter future and
be exposed to the difficulties. Spirituality can be viewed as a form of intelligence because it predicts functioning and adaptation and offers capabilities that enable people to solve problems and attain goals. The results showed that conceiving spirituality as a sort of intelligence extended the psychologist’s conception of spirituality and allowed its association with the rational cognitive processes like goal achievement and problem solving. Thus, it is concluded that emotional intelligence allowed to judge in which situation were involved and then to behave appropriately within it while spiritual intelligence allowed to ask if want to be in this particular situation in the first place.

Catherine and Sailakshmi (2011) explicated that the terms spirituality and spiritual intelligence have no connection and have nothing to do with religion or belief systems. With spiritual intelligence happening in the workplace, the environment will be more favourable. The purpose of this paper is to emphasize on the significance of spiritual intelligence, the commitment to righteousness and ultimate wisdom at the workplace. The authors had attempted to show how by developing one’s spiritual intelligence, one can develop skills such as intrapersonal and interpersonal relations, problem solving, goal attainment, motivation, commitment, responsibility, self-awareness, team spirit, stress management, time management, leadership and transformation, necessary for work and be successful in the workplace. Spiritual intelligence surges an individual’s capacity to understand others at a higher level. Spiritual intelligence facilitates essential knowledge to find solutions to problems.

Chin et al., (2011) concluded that emotional intelligence and spiritual intelligence touch the “nerve” of the employees. It “makes” them to go beyond the normal actions. Organizations require its employees to be more committed
as well as to have a better cohesive working interrelationship. Spiritual intelligence is the set of abilities that individuals use to apply, manifest and embody spiritual resources, values and qualities in ways that enhance their daily functioning and well-being. With these intelligences happening in the workplace, the environment will be more conducive. A better working environment relates to a higher level of productivity. Both these abilities complement each other. Their complementariness will result in a better workforce for the organization. They will display better levels of teamwork, co-operation and interactive skills. A united workforce will strengthen the organization and their cohesiveness will increase the level of productivity in the organization. Customers will be happy, sales will increase profits and market growth rise as well. The organization would benefit from both the Emotional and Spiritual Intelligences.

Danboltab et al., (2011) examined religiousness and spirituality in patients with schizophrenia spectrum disorders. Features and subjective significance were described and associations with psychopathological phenomena were analysed. The majority of the patients reported that religiousness and spirituality serve a vital positive influence in their ability to cope with their disorder. This positive influence was observed less among those patients with more negative symptoms. The spiritual experience of a divine presence was a common part of spirituality for respondents, independent of psychopathology, whereas more extraordinary spiritual experiences were associated with certain psychopathological symptoms. Religious patients ruminated less than nonreligious patients did on existential issues, especially regarding the meaning of life, which, together with self-acceptance, was among the key existential issues for these patients.
**Jeloudar et al., (2011)** analysed the spiritual intelligence level of teachers employed in government secondary schools in Malaysia, based on selected demographic variables. The sample of the study comprised 203 teachers. The findings of the study showed that there was significant difference between teachers’ gender and their spiritual intelligence, but differences were also evident between teachers’ age groups and their spiritual intelligence. Furthermore, significant relationship was noted between teachers’ spiritual intelligence and the six strategies of classroom discipline, including discussion, recognition, involvement, hinting, punishment and aggression.

**Moosa and Ali (2011)** examined the relationship between parenting styles and spiritual intelligence among high school students. The Participants included 160 high school students selected randomly from high schools of Bandar Abbas city of Iran. Multiple regression analysis was used to test research hypothesis. Data collection tools of the research include questionnaire of spiritual intelligence and parenting styles questionnaire. Results showed that parenting styles can predict spiritual intelligence. The authoritative parenting style had a positive and significant relationship with spiritual intelligence, but authoritarian and neglecting parenting styles had a negative and significant relationship. Though the formation of structures such as spiritual intelligence is related to individual differences and lots of factors, but the results of the study showed that one of the important and influential variables is parenting styles. The process of individuals’ mental development happens over a relatively long period. One of the most important forming factors of individuals’ mental approach towards the world is parenting styles.

**Babanazari et al., (2012)** investigated the relationship between spiritual intelligence and happiness for Adolescents in High School. The research sample consisted of 221 high school students who took spiritual sensitivity
scale and General Health Questionnaire. The results of the study showed that there is a significant relationship between spiritual intelligence and happiness. The results of regression analysis showed that awareness, sensing, mystery sensing, value sensing and community sensing significantly anticipated happiness. Spirituality contributes to promote the mental health by providing a framework for describing life’s experiences and because of that creating a sense of integrity and existential interconnection. Individuals with spiritual experience and religious beliefs can cope with their stress and psychological problems and the confrontation methods are stronger in them, spirituality creates a power which affects on the physical postures, feelings, thoughts and communications and will be affected by them. Promoting spiritual intelligence of the student adolescents can help them to have a meaningful and happy life and individuals who are happier have longer life expectancy, are more active, and are less likely to have conditions associated with mental disease.

**Soebyakto and Ming (2012)** asserted that, intelligence, emotional, and spiritual quotients (IESQ) had been predicted to escalate with the increase of personal quality of corporate managers. In line with the enhancement of personal quality, it had been estimated that internal locus of control would also amplify. This study examined the drivers of personal quality of corporate managers based on the examination of intelligence, emotional, and spiritual quotients (IESQ) and mediated by internal locus of control. Data were collected from 237 stated owner enterprises managers via questionnaires. The study found most of managers had a good standard of EQ and SQ rather than IQ. In this case, the application of EQ in a workplace depended on the person, whether he or she could place him or herself in gathering with others. Spiritual quotient seemed placed highest portion when mediated with locus of control. A spiritually intelligent manager will apply good attitudes and behaviours in
organization to enhance their personal quality in the organization and the society surrounds.

**Khadivi et al., (2012)** investigated the relationship between spiritual intelligence and self-esteem with students’ educational improvement. The results of the study indicated that there was significant and direct relationship between spiritual intelligence and students’ self-esteem. There was no significant relationship between spiritual intelligence and students’ educational improvement, however. The study showed that the spiritual intelligence of boys and girls were the same. Girls’ self-esteem was more than boys, but boys’ educational improvement was more than girls. The results also displayed that among the four variables of spiritual intelligence, the spiritual belief, the capability of dealing with problems, self-consciousness, interest and moral beliefs consisted 46% of students’ self-esteem.

**Khoshtinat (2012)** studied the relationship between spiritual Intelligence and religious coping among the university students. The sample size was 400 and applied t-test, Pearson correlation test, chi square and logistic correlation tests used for analysing the data. The analysis showed that spiritual intelligence and its components, namely the existential status of critical thinking, personal interpretation, divine consciousness and transcendental consciousness are significantly higher than average among male and female students. Spiritual intelligence had a close connection with spirituality and values, therefore it is able to empower an individual with the sense of change and conversion and assist him/her in solving cultural and spiritual problems. Concerning the capability to upgrade and renewed spiritual intelligence, like other intelligence, therefore, it is possible to transform it and help the students to solve their problems related to God and prepare them to solve their cultural and social problems better and more effective.
Prarthna (2012) recommended the teaching of emotional and spiritual competencies and values to students in conflict resolution and violence prevention. Conflict resolution and violence prevention programme helps create an open, positive and peaceful campus environment emphasizing tolerance and acceptance of intellectual, cultural as well as religious differences (diversities). Educational Institution should emphasize and inculcate values of love, compassion, empathy, respect, tolerance and peace among students to produce responsible citizens. Spirituality based conflict resolution strategies and principles offer institutions the tools for transforming themselves into true student centred learning community where diversity is seen as strength and conflict is viewed as an opportunity to learn and grow.

Abhilasha et al., (2012) opined that intelligence quotient primarily solves logical problems. Emotional quotient allows judging the situation and behaving appropriately. But they together are not able to explain the full complexity of human intelligence and imagination. There is a third kind of quotient which makes it possible for human beings to be creative, insightful, and rule-making or breaking thinking; it is known as spiritual intelligence and can also be called as spiritual quotient. The objective of the study was to understand the different dimensions of Spiritual Quotient, to evaluate how Spiritual Quotient can be a better tool to manage/lead the people effectively and to analyse the relevance of SQ to sustenance and survival of companies in the new world order. Spiritual intelligence reveals the core nature of every human being as well. Every person is a “potential” source of love, peace and joy in the world. Once again this potential is blocked or distorted by learning the wrong sense of identity and the wrong reasons for living. Spiritual intelligence surpasses the conscious mind and goes beyond the ego. This sort of intelligence had nothing to do with what society or culture dictates. Instead,
it advocates tapping into intuition and/or deep sense of meaning. The supremacy and usefulness of this concept in the organization and person’s success still need to be verified.

Shabani et al., (2012) examined whether, spiritual intelligence and emotional intelligence can be considered as a predictor for mental health. The study also explored the moderating effects of gender on the link between spiritual intelligence and emotional intelligence with mental health among high school students. The participants in the study were 247 high school students, (124 male and 123 female, in the age range between 14-17 years old). The research design was an ex post facto and tested the alternative hypotheses. Three valid and reliable instruments were used to assess, spiritual intelligence, emotional intelligence and mental health. Descriptive statistics, multiple and moderated regression analysis were used to analyse the data. The result demonstrated that mental health can be influenced by spiritual intelligence and emotional intelligence. In addition, the moderating effect of gender on the relationship of spiritual intelligence and emotional intelligence with mental health was not established.

Kumar et al., (2012) investigated the level of association of ‘Age and Spiritual Maturity’ among the leaders of different age groups. Hypothesis assumed as a base of this research was tested on the data from 100 respondents collected from the leaders at various levels. Research also illuminates how spiritual maturity grows among the leaders as they gain experience and get old aged. During the research it was also observed that spiritual maturity is a base for rational as well as comprehensive decisions in various situations where other quotient fails to bring results. Thus, this study concretes the significance of Spiritual Quotient for effective leadership along with IQ and EQ. The result of this study concluded that it had important implications for the people who lead. Leadership is an art of directing, commanding and controlling people for
the common goal. Thus, a leader should be eventually intelligent, emotionally reasonable and spiritually rational. The research concluded that the significance of spirituality among the leaders helps them in their individual state as well as corporate endeavour. It is founded that the leaders who believe in spiritual quotient were more comprehensive in their decisions. The growing importance of SI in corporate world made leaders to think upon a spiritual background for their effective decisions.

**Violeta And Sandrita (2014)** summarized theoretical background on leaders’ spiritual intelligence (SI) and the service quality of organizational research. Spiritual intelligence is the new secular scientific paradigm of spirituality, which addresses fundamental challenges currently faced by businesses, influences all areas of life and provides individuals with the capability of sustained performance at extraordinary levels. Two research instruments were used for methodological basis of forming the conceptual interaction model of leader’s spiritual intelligence and the service quality of organization: King’s (2008) SISRI-24 consisting of twenty four questions reflecting to four spiritual attributes and SERVQUAL (Urban, 2009) allow to identify leader’s approaches to the service quality of organizations through evaluating dimensions of service quality: reliability, responsiveness, assurance and empathy. Three of the four components of spiritual intelligence (Critical existential thinking, Personal meaning production and Conscious state expansion) were related to four dimensions of service quality assessment. Only one component of spiritual intelligence (Transcendental awareness) is related to two (empathy and sensitivity) dimensions of service quality assessment.

The concepts of leader’s spiritual intelligence and the service quality of organization analysed, although very different, have several contact points. First, both concepts enable seeking of individual perfection, only one is on a personal level, while the other is at a professional level. Second, both concepts
require possessing and developing certain abilities, showing off in each element or dimension of the concepts analysed. The links between spiritual intelligence and the service quality of an organization is explained by the formed conceptual interaction model which could help to emerge new possibilities for future theoretical and empirical research.

Mohammad (2015) carried out a study to illustrate the application of statistical tools and techniques for quantitative assessment of Spiritual Capital (SC) based on a questionnaire survey in the organizations which undergo large-scale organizational change projects. A sample of 65 individuals from three organizations was interviewed. These projects included adopting a new international market strategy in power supply industry, a merger and acquisition project in the construction industry and reengineering project in a manufacturer of gas and steam turbines for industrial and power generation. The study used 12 principles of transformation available to spiritual intelligence (referred to as SQ characteristics) to assess SC in a two-phase integrated algorithm of principal component analysis (PCA) and fuzzy clustering. The Spearman correlation coefficient between SQ scores of PCA and FCM is 0.9842 is significant at 99 percent confidence level. This significant correlation indicates that the results of PCA for SQ quantification are verified by the results of FCM clustering and this can be served for verification and validation of the SQ results. The results of the case study showed that there was a significant correlation between the results of PCA and FCM. However, PCA may be preferred due to its sensitivity to the changes in SQ level. The main finding of the study was to unveil the applicability and usefulness of PCA for SC quantification.

Maheshwari (2015) opined that spiritual intelligence helped to determine the purpose of life. It helped to moderate the negative effect of perceived occupational stress. The study undertaken to understand the occupational
commitment of women occupants of India, focused on understanding the spiritual intelligence of the occupants and its link to their commitment level to occupation. Workplace spirituality was a deep sense of meaning which promoted greater motivation and organizational productivity. This research indicated that spirituality helps to improve the occupational commitment of the occupants. As spirituality helped to develop the capacity to tolerate, adapt and care which helped the occupants to understand the circumstances and be able to stay calm and focused.

2.6 Previous Studies on Job Satisfaction

After reviewing the various studies in spiritual intelligence, studies conducted in the discipline of job satisfaction are reviewed. Job satisfaction is the pleasurable emotional state arising from the appraisal of one’s job or job experiences (Locke, 1976). That is, when a person values a particular facet of a job, his satisfaction is greatly impacted positively, when expectations are met and negatively, when expectations are not met, compared to one who doesn’t value that facet. According to Lawler (1990), job satisfaction refers to people’s feelings about the rewards they have received on the job. Vroom (1964) asserted that job satisfaction is based on people’s beliefs about the probability that their effort will lead to performance (expectancy) multiplied by the probability that performance leads to rewards (instrumentality) and the value of perceived rewards (valence). The fundamental principle of expectancy theory is the understanding of individuals’ goals and the linkages between effort and performance, performance and rewards, and rewards and individual goal satisfaction.

Spector (1985) developed Job Satisfaction Survey (JSS), a nine sub-scale measure of employee job satisfaction applicable specifically to human service, public and nonprofit sector organizations. The scale was developed because
(1) It was intended that the content of the items should be applicable specifically to human services;(2) The scale was intended to cover the major aspects of job satisfaction, with sub scales that were clearly distinct in their content;(3) The length of the scale was a concern and it was decided to keep the JSS under 40 items. In the research, job satisfaction was assumed to represent a cluster of evaluative feelings about the job, and the JSS was designed to measure them, individually. It was also designed to give an overall attitude score as a combination of individual facets. The primary data summarized in the research were collected from 3148 respondents who constituted 19 separate samples. The sample represented all levels of administration and department managers, in line and support personnel. Item selection, item analysis and determination of the final 36-item scale are also described and data on reliability and validity and the instrument’s norms are summarized. The multitriat-multimethod analysis, intercorrelations among the subscales, and results of the factor analysis provided evidence for the discriminant and convergent validity. Those employees were able to hold varying attitudes about different aspects of the job was strong evidence for the multi dimensionality of job satisfaction. The factor analysis supported the relative independence of eight subscales of the JSS. Contingent rewards split evenly between supervision and pay. Although all the three scales had reasonable internal consistence, contingent rewards seemed to tap aspects of the other two. It may well be that appreciation and recognition are seen by employees as aspects of supervision and general contingent rewards as monetary.

The analysis relating the JSS to other variables showed good comparability of human service and nonhuman service employee reactions. Consistent with the literature, the JSS was most strongly correlated with perceptual and attitudinal variables. The strongest relationships were with intention of quitting the job, commitment to the organisation, perceived job characteristics, and perceptions
of the supervisor. Relationships with personal characteristics were more modest and with absenteeism were quite small. Of particular interest was that the small mean correlation of total satisfaction and absenteeism was based on homogenous samples. A small population value for this correlation produces just the situation found here and in the literature of a sometimes significant and sometimes non significant correlation.

The heterogeneity of results with some criterion variables, particularly level, intention of quitting, and commitment, suggested the possibility of moderators. That is, were possible organizational variables that accounted for many of these inconsistent results? Although not presented here in detail, there were considerable inter organizational differences concerning which specific subscales correlated with other variables. For example, intention of quitting was most strongly related to Contingent Rewards and least strongly related to Supervision. For the most part, each sample had its own pattern of results. An apparent conclusion is that idiosyncratic characteristics of organisations and their staff moderated the relationships between job satisfaction and other variables. Although many might consider it self-evident, it is worth mentioning that job satisfaction and its effects are the result of complex interactions between individuals and organizations. This interactive models and hypotheses might prove useful in explaining the causes and effects of job satisfaction, at least as it relates to some behaviours.

Overall the results summarized here with the JSS present evidence for the scale’s reliability and construct validity. It was developed, normed and validated on human service personnel, making it of specific applicability to human services. The correlations of job satisfaction with other employee variables were consistent with findings in the literature based in most cases on nonhuman service employees. Even job characteristics results, originality of concern to factory workers, are consistent. The JSS seems to be a reasonable
satisfaction scale for human service employees. Furthermore, satisfaction results with variables explored in this study seem to generalize to human services.

**Argyle’s (1989) research** showed modest positive correlations with productivity, absenteeism and labour turnover. These correlations tend to be stronger among white collar workers. It is still largely unclear to what extent satisfaction affects productivity or it is vice versa. Job satisfaction and work performance correlate overall at about +.15, though more strongly than this for white collar workers. However, little is known about causality. Absenteeism had a similar relationship with job satisfaction, though more for voluntary absenteeism and for certain groups of workers. Labour turnover was more strongly correlated with satisfaction and quite strongly when there was high unemployment. And there was clear evidence that low satisfaction causes a turnover.

**Martinez-Ponz (1990)** found that intrinsic rewards were more effective in increasing job satisfaction and commitment than providing the employee with financial incentives, in line with Tatsapaugh (1994) who identified that lack of opportunity for advancement on the job is a factor which tempts an employee to quit the job. Studies had shown that opportunity for advancement did not increase job satisfaction, but some findings suggest that poor opportunities for advancement are related to job dissatisfaction. Interesting work, open communications, and opportunities for advancement were marked as the top priorities in a study conducted by Cappelli (2000) as the top three things they desire in their jobs. Recognition for the performance of employees also increases the satisfaction towards the job.

**Luthans (1995)** stated that the content of the extrinsic factors were those factors beyond the control of the employee. All aspects of the job and organization can affect the job satisfaction of employees. Even though in
earlier studies salary was not a predictor of job satisfaction, in later studies salary was found to be the most significant factor in determining job satisfaction, the correlation between the level of pay and job satisfaction tends to be surprisingly small. Luthans later suggested that it is the fairness of pay that determines satisfaction rather than the actual level of pay itself.

Robbins (1996) stated that there were four primary factors that lead to increased job satisfaction. The first factor is for the individual employee to have mentally challenging work. The second factor is equitable rewards where employee’s monetary systems and policies that are in line with their expectations. The third factor is supportive working conditions. The fourth factor is to have supportive, friendly colleagues.

Christopher and Nathan (1996) examined the role of employee perceptions of justice in the relationship between job satisfactions of organizational commitment. Four competing models, liking employee satisfaction commitment were identified from the literature: (I) job satisfaction is antecedent to organizational commitment, (II) organizational commitment is an antecedent job satisfaction, (III) organizational commitment and job satisfaction are reciprocally related and (IV) organizational commitment of job satisfaction are independent. The 4 models were then tested employing confirmatory analytic techniques of a sample of 133 financial services company employees. The result suggested that when considering the role of justice judgments, satisfaction and commitment were causally independent.

Bergh and Theron (2000) put forward a model as an interactive model that develops employees and the work environment to achieve maximum fit in the work environment. Job design can be seen as an important factor influencing how employees feel and react to their job, thus affecting their performance and job satisfaction. According to Wood et al., (2004), job design can be described
as the planning and specifications of job tasks and the designated work settings where they are to be accomplished.

A study conducted by Judge (2002) reported the results of a meta-analysis linking traits from the five-factor model of personality to overall job satisfaction. Using the model as an organizing framework, 334 correlations from 163 independent samples were classified according to the model. The estimated true score correlations with job satisfaction were 0.29 for Neuroticism, 0.25 for Extraversion, 0.02 for Openness to Experience, 0.17 for Agreeableness and 0.26 for Conscientiousness. Results further indicated that only the relations of Neuroticism and Extraversion with job satisfaction generalized across studies. As a set, the Big Five traits had multiple correlation of 0.41 with job satisfaction, indicating support for the validity of the dispositional source of job satisfaction when traits are organized according to the five-factor model.

Long and Anthea (2005) investigated issues of job satisfaction and gender. In particular, the finding that women were significantly happier in their work than male counterparts was examined. To shed light on this issue, smaller subgroups of the total sample are analysed and more subjective variables (in addition to more traditional objective variables) were incorporated. It was found that differences in reported job satisfaction were more pronounced when looking at individuals with lower levels of education in lower skilled jobs. The determinants of job satisfaction for men and women in this group were significantly different; this was not found to be the case when looking at higher skilled, higher educated individuals. Women in this latter group exhibit similar (i.e. lower) levels of satisfaction to their male counterparts. It is conjectured that this result was due to differences in expectations of work between men and women and also among women themselves.
Sharbrough *et al.*, (2006) conducted a study of the use of Motivating Language (ML) by employees of the southeast regional division of a Fortune 500 company. The relationship between the supervisory use of ML, communication competence, communication satisfaction (CS), employees’ job satisfaction and perceived supervisory effectiveness were explored. The study was based on a sample of 136 participating employees surveyed via an interactive Internet survey of a 400-person organization. The identification of the specific relationship between the use of language and communication competence, job satisfaction and leader’s perceived effectiveness establishes a direct link between communication, leadership and job satisfaction.

**Beam and Randal (2006)** analysed data from a survey of 1,149 U.S. journalists suggested news workers’ job satisfaction is associated with perceptions about employers’ business and professional (journalistic) goals and priorities. Journalists tend to be less satisfied if they work for organizations that they perceive to be strongly profit-oriented and more satisfied with their jobs if they perceive that their employers value good journalism. These relationships, however, vary by job role. News supervisors and rank-and-file journalists not only have different perceptions of their organizations' goals and priorities, but those perceptions have somewhat different effects on job satisfaction in each group.

**Franěk and Večeřa (2008)** conducted research in job satisfaction in USA and West European countries (namely the UK). The aim of this paper was to study personal correlates of the job satisfaction in a sample of respondents from the Czech Republic and to compare the findings with the data from previous researches, which was performed mainly in the UK and the USA. At some points the employees are only with satisfaction, nature of work and communication. Openness correlates moderately positively with satisfaction, supervision, coworkers, nature of work and negatively with conditions.
Agreeableness correlates moderately with all aspects of job satisfaction. Conscientiousness correlates moderately only with satisfaction, with the nature of work and communication. The results also indicated that the self-efficacy was positively related to the total job satisfaction. It correlates moderately with satisfaction, with promotion, supervision, contingent rewards, nature of work, and communication. Employees are less satisfied with pay, promotion, fringe benefits, contingent rewards and working conditions. Consistent with the large body of literature the study did not observe gender differences in job satisfaction. In contrast, age differences were found in our sample. Moreover, investigations from the UK reported u-shape relation between age and the job satisfaction. The finding supports the assumption that older workers may experience increased pressure from factors such as changing technologies. The study also revealed an association between an education level and job satisfaction. While in many previous studies job satisfaction has been found to decrease with an increasing educational level, the data showed more complex, non-linear relationship between an education level and job satisfaction. Typically, a decreased level of job satisfaction of employees with a higher level of education is explained in terms of certain disappointment - those people realized that their education did not lead to extrinsic rewards such as money, prestige, authority, and autonomy. Furthermore, the study showed an association between an organization size, a type and job satisfaction is also culturally dependent. The study reported that employees in smaller organizations are more satisfied with their jobs than employees working in huge companies. It is found out that employees from international corporations are more satisfied with their jobs than employees from other types of organizations. Employees in companies with a foreign owner and in international corporations are more satisfied than those companies with a Czech owner. Looking on the data one can see that difference in job satisfaction was not caused only by the pay and benefits.
Workers in international companies are more satisfied virtually with all aspects of their jobs. Finally, the study examined a relation between job satisfaction and certain personality characteristics. The well-known five-factor model of personality was used; the data showed that agreeableness, stability, and openness were positively related to the total job satisfaction. Agreeableness was a strong correlate of the job satisfaction. Extraversion and conscientiousness correlated only with some aspects of job satisfaction.

Morris and Venkatesh (2010) conducted 12-month study of 2,794 employees in a telecommunications firm, found that ERP system implementation moderated the relationships between three job characteristics (skill variety, autonomy and feedback) and job satisfaction. The participants were employees of a medium-sized firm in the telecommunications industry. The sampling frame was the list of 3,402 potential users of the new ERP system. Researchers received 2,794 usable responses across all points of measurement, resulting in an effective response rate of just over 82 percent. The sample comprised 898 women (32 percent). The average age of the participants was 34.7, with a standard deviation of 6.9. All levels of the organizational hierarchy were adequately represented in the sample and were in proportion to the sampling frame. The average job satisfaction score was a little over 4.6. The various control variables were somewhat correlated with the job characteristics and job satisfaction. Likewise, the job characteristics were somewhat correlated among each other and with job satisfaction. Their findings highlight the key role that ERP system implementation can have in altering well established relationships in the context of technology-enabled organizational change situations.

According to Voon et al., (2011) organizational success in achieving its goals and objectives depends on the leaders of the organization and their leadership styles. By adopting the appropriate leadership styles, leaders can affect
employee job satisfaction, commitment and productivity. Two hundred Malaysian executives working in public sectors voluntarily participated in this study. The respondents included employees from different levels in the company such as clerical, lower level of management, middle level of management and top level of management. A total of 300 questionnaires were distributed to selected public sectors using the convenient sampling method. However, only 200 employees responded to the survey, resulting in 66.7 percent response rate. The positive relationship between the contingent behaviour and the job satisfaction components imply that the use of contingent reward may enhance public sector employees’ satisfaction with their working conditions and working assignment. Two types of leadership styles, namely, transactional and transformational were found to have direct relationships with employees’ job satisfaction. The results showed that transformational leadership style had strong and positive relationship with job satisfaction, whereas transactional leadership style had a negative relationship with job satisfaction in government organization. For the linear regression test, the finding showed that only contingent reward dimension of transactional leadership had significant relationship with two dimensions in job satisfaction (working condition and work assignment). Overall, this research had shown that transformational leadership style had positive relationship with job satisfaction.

**Sinem (2011)** conducted a study of 100 employees from production sector and 82 employees from the service provider sector. The relationship between job satisfaction, organizational commitment and turnover intention were investigated to determine statistically significant relations. It was clear that in the organizational behavior literature job satisfaction and organizational commitment are the variables which had been researched the most. The reason why these subjects had been studied a lot is their relationship to job performance, turnover intention. This study was considered to be important for
both the employer and the employee. In view of rapidly changing business environment, companies must devote greater effort to enhance their capabilities and it must not be forgotten that the success and competing power of the organization depend on committed, highly motivated, satisfied and innovative human resources. Employers should promote their employees by improving supervision styles that well treated employees develop a positive attitude towards supervision and the organization and vice versa. Supervision is also involving for more employees in decision making process, providing better working condition and providing flexible working hours and paying fairly, encouraging employees to use their own skills and abilities help them to have a sense of self-pride, a sense of competence and a sense of self confidence that increases job satisfaction and also the factors like job variety and clear job description lead to higher job satisfaction. Employees having a high job satisfaction are expected to be committed to the organization, but it is important to know how these employees connect to the organization in terms of membership status. If an employer needs a highly motivated, innovative, productive human resource, the importance of job satisfaction and organizational commitment should not be forgotten. It is obvious that high job satisfaction and organizational commitment will avoid turnover intention and actual turnover. Every employee had different kinds of needs and expectations and it is impossible to satisfy every need and expectation of the employees. Both employee and employer should try to generate a working condition that they will work in a happy, motivated and productive atmosphere to reach goals.

Liu et al., (2012) studied the dynamic multilevel approach to examine how the relationship between an employee’s job satisfaction trajectory and subsequent turnover may change depending on the employee’s unit’s job satisfaction trajectory and its dispersion. Analyses of longitudinal multilevel
data collected from 5,270 employees in 175 business units of a hospitality company demonstrated significant three-way interactive effect of unit-level job satisfaction trajectory and its dispersion and individual job satisfaction trajectory on individual job exit. The sample for the current study is composed of 175 business units and their employees in a leading U.S. recreation and hospitality corporation. The findings emphasize growth in a focal employee's job satisfaction is the most likely to prevent him or her from leaving when his or her business unit enjoys a uniform job satisfaction increase and, thus, the person is in step with coworkers.

Suman et al., (2012) pointed out that satisfied, happy and hardworking employee is the biggest asset of any organization, including banks. Workforce of any bank is responsible to a large extent for its productivity and profitability. Efficient human resource management and maintaining higher job satisfaction level in banks determine not only the performance of the bank, but also affect the growth and performance of the entire economy. So, for the success of banking, it is very important to manage human resource effectively and to find whether its employees are satisfied or not. Only if they are satisfied, they will work with commitment and project a positive image of the organization. The report made an effort to study the job satisfaction level among employees of selected private and public sector banks in Haryana. The main objective of the study was to compare the satisfaction level of employees in public and private banks. Primary data source is 1-5 likert scale questionnaires. Sample size is 60, fifteen employees at each bank. It has been observed that degree of job satisfaction of private sector banks were found to be significantly lower than in public sector banks. Employees of private sector banks perceive that their jobs are not secure. Secure job environment, welfare policies and job stability increase the degree of job satisfaction. Efficient human resource management and maintaining higher job satisfaction level in
banks determine not only the performance of the bank, but also affect the growth and performance of the entire economy.

**Barbara (2013)** believed that job satisfaction is closely related to the performance and quality of work performed by an employee and consequently, translates into the success of an organization, because a satisfied employee builds and participates in the success of any organization. The study conducted in 2012 on a sample of 215 people, representing different organizations. The aim of the study was to identify and assess the significance of individual factors influencing satisfaction and dissatisfaction with work and demonstrate their impact on the overall assessment of job satisfaction. Surprising is the fact that the economic aspects of work, in addition to stability of employment, were indicated as having a lower impact on job satisfaction. One may wonder why, according to the respondents, the possibility of promotion or development had little impact on the overall assessment of job satisfaction. It was surprising that the least important factor affecting job satisfaction is company culture. It was also not surprising that the atmosphere at work had a big impact on their job satisfaction. This, as mentioned above, satisfied employee builds and participates in the success of any organization.

**Mark (2013)** found out that the vast majority of public school teachers in the United States are compensated according to a single salary schedule. The purpose of this study was to determine if the existence of a district-level merit pay system had any effect on teacher’s job satisfaction. All data used in the present study were obtained from the Schools and Staffing Survey (SASS), which is compiled by the US Department of Education. This survey, which was conducted every three years, collects data on teachers, administrators, schools and districts from a randomly-selected sample. Using a large sample of public school teachers from the year 2007, the results of this study
suggested that teachers who work in districts that use a merit pay system are no less satisfied with their jobs than are other teachers; these results are consistent for both an ordered probit model and a two-stage analysis. Although the effect of merit pay on overall job satisfaction was insignificant, teachers in merit pay districts were less enthusiastic, did not think teaching was important and were more likely to leave for better pay. The study is significant because, as noted above, this is one of the first studies on the topic of the effects of merit pay on teacher satisfaction.

Godday et al., (2013) identified reduction in job rewards as one of the attendant consequences of the measures introduced by the Central Bank of Nigeria to salvage the banking sector from total collapse in the wake of the global economic meltdown. Thus, this study was designed to examine the relationship between job rewards and job satisfaction of employees in the Nigerian banking sector. It was found that job satisfaction was more related to extrinsic rewards than intrinsic rewards. The result further revealed that age and gender differences moderates the relationship between job satisfaction and job rewards as older employees were more satisfied than younger employees, while the satisfaction levels with respect to the job rewards received by the male and female employees varied.

Javier and Deligero (2014) asserted that satisfaction is the most important element of any job. There are various parameters on which job satisfaction depends and emotional intelligence is one of them. Job satisfaction boosts the morale of the employee and motivates them to perform better. In academics, job satisfaction of faculty members also resulted in motivating students. Job satisfaction reflects the employee’s feelings towards the work and the organization as a whole. There was significant relationship between hygiene and motivation factors based on the level of job satisfaction of teaching and non-teaching staff. As to the level of job satisfaction, both the
hygiene/maintenance factors and the motivation/satisfiers factors are in the higher level.

**Vasita and Khushboo (2014)** established that the sustainability of organizational success was primarily based on the employee satisfaction and the latter is contingent upon the nature and level of quality of work life of an organization. Correlation between quality of work life and job satisfaction is 0.754 which indicates that quality of work life has good impact on job satisfaction. The study suggested that the dimensions like work-life balance and work conditions are more positively associated with job satisfaction.

**Ali et al., (2014)** tried to show the relationship of leadership styles with the job satisfaction of employees working in the private banking sector of Pakistan and also depicted which leadership style leaders had adopted most. A questionnaire with five points Likert scale was used to collect data on different dimensions of leadership styles and employees’ job satisfaction from 230 participants. The correlation value between transactional leadership and job satisfaction is 0.933 that shows a significant relationship. This reveals that there is strong positive correlation between transactional leadership and employees’ job satisfaction working in five selected private banks of four districts of the province of Punjab, Pakistan. The results showed that there is a significant relationship between transactional leadership style and employees’ job satisfaction and this transactional leadership style is more adopted by the leaders as compared to transformational leadership style.

**Chen et al., (2014)** conducted a study to determine the factors influencing the Quality of Life (QoL) of nurses serving in the Anesthesiology departments of three medical centers in Southern Taiwan, and investigated the correlations among work stress, job satisfaction, and QoL. This study adopted a cross-sectional design. The interviewees were nurse anesthetists at three medical centers in Southern Taiwan who had been employed at their respective units
for over 6 months. The recruitment period was from January 2012 to March 2012. Data were collected using structured questionnaire composed of the following sections: basic personal characteristics, perceived source of work stress for medical work scale, a job satisfaction for nurses’ scale and the SF-36 QoL scale. The SF-36 QoL scale addresses the aspects of the physical component summary (PCS) and mental component summary (MCS), as well as eight dimensions, totalling 36 questions. The eight dimensions are physical functioning (PF), role limitation caused by physical problems (RP), bodily pain (BP), general health (GH), vitality (VT), role limitation because of emotional problems (RE), social functioning (SF), and mental health (MH). The SF-36 QoL scale was scored using 3-point, 5-point, and 6-point Likert scales, and the original total score ranges from 35 to 145 points. A total of 150 nurse anesthetists participated in the study. Regarding the overall QoL, the study results indicated that the following factors are statistically significant: exercise habits, employment status, subspecialty attributes, and turnover intention. Nursing work satisfaction shows a significantly positive correlation with the SF-36 QoL. The current study employed a stepwise multiple regression method to analyze the predictive factors that influence the overall QoL, physical component summary (PCS) and mental component summary (MCS) of nurse anesthetists in the QoL dimension. The analytical results indicated that turnover intention is a key influencing factor for all 3 QoL items. The overall QoL, PCS and MCS scores of nurse anesthetists with turnover intention are reduced by 8.231, 3.602, and 4.478 points, respectively, when compared with nurses without turnover intention. Subsequently, general job satisfaction is the predictive factor for overall QoL and MCS QoL. Other factors that influence QoL include exercise habits, age and subspecialty attributes.

Kumar et al., (2014) investigated the relationship between job satisfaction and remuneration to turnover trends amongst Indian working professionals by
segregating the population into 2 groups based on median age. Data was collected from 430 working Indian professionals having a median age of 30 years, from different industries such as ICT, pharmacy, automotive, engineering, public sector, FMCG where they had expressed their opinion on turnover, remuneration and job satisfaction in their respective companies. After conducting a statistical analysis it was found that the relationship between age and remuneration has inverse proportionality and direct proportionality between age and job satisfaction.

Fung et al., (2014) examined the role of work-family enrichment in improving job satisfaction. In their study a mediation model was tested, which included work-family enrichment as the mediator, job characteristics (job autonomy and job involvement) as antecedent factors and job satisfaction as the outcome. Data were gathered from 280 public secondary school teachers in Malaysia using self administered questionnaires. Work-family enrichment partially mediated the relationships between job characteristics and job satisfaction. The results contribute towards understanding how work-family enrichment could help improve job satisfaction. The findings of this study indicate that teachers with job autonomy experience higher levels of job satisfaction. The findings that job autonomy is a significant and positive predictor of job satisfaction have also been reported. The significant relationship between job involvement and job satisfaction showed that teachers with high levels of psychological involvement in their study are preoccupied with their study that they devote an excessive amount of effort and energy to their study because they recognize that work can satisfy their needs and hence experience greater job satisfaction. Teachers who reported higher intensities of work-family enrichment tended to experience higher levels of job satisfaction. Work-family enrichment served as a potential mechanism through which job characteristics could improve job satisfaction. An employee with more job autonomy and who is more involved in his or her
job tends to experience higher intensity of work-family enrichment which would in turn increase the level of job satisfaction.

**Rosita et al., (2014)** attempted to understand whether job satisfaction is a variable dependent on intrinsic factors or extrinsic factors. Statistical tools like pie diagrams, percentages were used. A total sample size of 80 respondents was administered with the questionnaire. Job satisfaction plays an important role in the organization’s growth. The more the satisfied employee, the better will be its chances of growth development of the organization. An in-depth study of the factors which lead to job satisfaction will enable the organization to understand the factors that drive satisfaction within its own employees. This information can then be used by the management to focus more on factors which govern job satisfaction to a greater extent since this in turn will play an important role in the organization’s growth and future.

**Valentinea et al.,(2015)** recognized that the sales profession is an inherently competitive and self-interested occupation that can be negatively impacted by deviant behaviour and rationalizations of unethical conduct. The unique boundary-spanning nature and autonomy of such work means that there is often little management oversight of sales professionals' behaviour, which may lead to misbehavior and poor work attitudes. Yet, evidence suggests that the development of Corporate Ethical Values (CEVs) can mitigate concerns about unethical conduct, suggesting that these principles might be used to reduce workplace bullying and enhance job satisfaction.

**Antony (2015)** investigated the factors related to job satisfaction of academic staff in Sri Lanka Institute of Advanced Technological Education (SLIATE) in Sri Lanka. Job satisfaction of academic staff is very important because of, it is directly affected to produce quality students. Job satisfaction was considered as the dependent variable, and job satisfier factors (work itself, achievement,
recognition, responsibility, and advancement) and job dissatisfier factors (salary, promotion, organization policy, supervision, and working conditions, Interrelationship and job security) were considered as the independent variables. The researcher randomly selected 100 academic staff in SLIATE for this research study.

One questionnaire was used to collect the data from the academic staff. Mean Score and Standard deviation were used for Univariate analysis and correlation and simple regression were used for bivariate analysis. Multiple regression was used to multivariate analysis. The Hypotheses were tested using the Pearson Product Movement Correlation Coefficient(r), beta value (β) and p value.

The findings of this study showed a moderate level of job satisfaction among the academic staff surveyed. In addition to this finding, a very strong positive relationship was found between job satisfaction and work itself, recognition and responsibility. The relationship between achievement and job satisfaction, job security and Job satisfaction, working condition and job satisfaction and supervision and job satisfaction salary and job satisfaction, organization policy and job satisfaction, interrelationship and job satisfaction, and advancement and job satisfaction were strong positive. All the relationships were significant at the 0.01 significant level. Therefore, according to the Beta, it can be concluded that work itself, recognition, and organizational policy, were strong significant positive predictors of job satisfaction of academic staff. Based on this it can be argued that these factors were highly influenced on the job dissatisfaction of academic staff of SLIATE.

Mohammad (2015) found out a positive relationship between job satisfaction and job performance of teachers. There is positive relationship between teachers’ working conditions with job performance of teachers. There is relationship between motivations of teachers to teach with job performance of teachers. There is association between working conditions and motivation
teaches teachers. Based on these results, it can be concluded that positive improvement in the performance of teachers at school are influenced by job satisfaction, working conditions and motivation of teachers to teach. The relationship found out between the two variables is based on regression analysis and correlation. The results of this study indicate that when the teacher’s job satisfaction and work atmosphere is increased it will positively affect teachers’ motivation and job performance.

2.7 Studies Conducted on Life Satisfaction

Satisfaction is a state of mind. It is an evaluative appraisal of something. The term refers to both ‘contentment’ and ‘enjoyment’. As such, it covers cognitive as well as affective appraisals. Satisfaction can be both evanescent and stable through time. Life satisfaction is the degree to which a person positively evaluates the overall quality of his/her life as-a-whole. In other words, how much the person likes the life he/she leads? Current synonyms for life satisfaction are: ‘happiness’ and ‘subjective well-being’. The word happiness is also used to refer to an objective good; especially by philosophers. Further, the term life-satisfaction has the advantage over the label of ‘subjective well-being’ is that life-satisfaction refers to an overall evaluation of life rather than to current feelings or to specific psychosomatic symptoms.

**Bentham (1969)** viewed happiness in a moral philosophical way of utilitarianism. Happiness is a consequence of choice among alternative courses of action. His famous moral dictum of *choosing the action that leads to the greatest happiness of the greatest number* illustrates his view of happiness. Happiness is a state of being that people experience as a result of action by oneself or others. Russell (1975), another utilitarian philosopher and ethicist, asserted that people who experience pleasure from seeing others being happy become happy too.
Horwitz and Emmons (1985) defined life satisfaction as “a cognitive judgmental process dependent upon a comparison of one’s circumstances with what is thought to be an appropriate standard”; thus, the lower the discrepancy between the perception of life achievements and some standard, the higher the life satisfaction.

Frisch (2006) developed the CASIO (Circumstances of an area, the Attitude or perception of an area, the Standards of fulfillment for an area, the Importance placed on an area for one’s overall happiness, or the satisfaction one experiences in Other areas not of immediate concern) model suggests that satisfaction (the perceived gap between what one wants and has) with a particular area of life is made up of four components: the objective circumstances or characteristics of an area; the person’s attitude about, perception, and interpretation of an area in terms of his or her wellbeing; a person’s evaluation of fulfillment in an area based on the application of standards of fulfillment or achievement; and the value or importance a person places on an area for overall happiness or well being. These four components, combined with a fifth concerned with overall satisfaction in other areas of life that are not of immediate concern, make up the CASIO model for increasing satisfaction and happiness.

Arie et al., (2009) analyzed the determinants of global life satisfaction, by using both self reports and responses to a battery of vignette questions. Although more work needs to be done, some preliminary conclusions are drawn. It appeared that the four domains, job or daily activities, social contact and family, health and income provide a fairly complete description of global life satisfaction in both countries. Among the four domains, social contacts and family have the highest impact on global life satisfaction, followed by job and daily activities and health. Income has the lowest impact. The estimates of
an econometric model were used to calculate counterfactual distributions of life satisfaction. An objective measure of life satisfaction seems hard to give, so that other ways of validation need to be considered, perhaps by looking at actual behaviours that are correlated with life satisfaction.

**Keyes (2011)** opined that human beings are blessed and cursed by the freedom to choose their purpose and the cognitive abilities to reflect on their own lives and create a sense of purpose in life. Life, like work, is a long-term investment of time and energy that, when done properly, enhances retention, productivity and “customer” satisfaction. With a strong sense of purpose in life, humans are less likely to commit suicide, are more socially engaged and are more satisfied with their overall lives. A strong purpose also aids with the twenty-first century “questions of living”, because it addresses the Kierkegaardian challenge that life is lived forward into uncertainty. With the expanding lifespan, changing structure of social norms and growing responsibility for choosing the kind of life one want to lead, authentic purpose is needed to create the spiritual infrastructure for adulthood. The development and maintenance of authentic purpose throughout adulthood, then, is a uniquely twenty-first century challenge for the collaboration of the religious and social sciences, which aspire to understand and elevate the human condition to promote the view of life as worthwhile.

**Kelly and Ronald (2012)** investigated bottom of the pyramid, or impoverished, consumers to better comprehend the relationship between societal poverty and individual life satisfaction as moderate by psychological need deprivation and described by self-determination theory. Data were gathered from more than 77,000 individuals in 51 of the world’s poorest countries. Using hierarchical linear models, results show that relatedness and autonomy, improve poverty’s negative influence on life satisfaction, but only
if basic life necessities are available, described as consumption adequacy. Findings illustrated that without consumption adequacy, psychological need fulfillment has little effect on the poverty, wellbeing relationship, emphasizing the hopelessness of individuals living in extreme poverty. Findings also suggest to researchers that impoverished consumers not only face different circumstances, but actually respond to those circumstances in unique ways. Life satisfaction constitutes a person’s global evaluation of her/his overall situation. Thus, scholars differentiated between happiness as a more dynamic state and life satisfaction as a relatively stable evaluation. Psychological need fulfillment through relatedness and autonomy leads to greater life satisfaction, but not in the most impoverished societies. The research shows that increasing material access improves life satisfaction up to a point and levels off or may even decline beyond that point.

Nevea (2012) opined that relatively little attention had been paid to whether happier individuals perform better financially in the first place or not. This possibility of reverse causality is arguably understudied. Using data from a large US representative panel show that adolescents and young adults who report higher life satisfaction or positive affect grow up to earn significantly higher levels of income later in life.

Keret al.,(2013) explored the effect of materialism on individuals’ life satisfaction using a large sample from Malaysia, a country with cultural diversity within a collectivist mainstream culture. The study involved a large-scale survey using face-to-face interviews with a total of 1,025 respondents. Non-probability quota sampling was adopted to ensure that the three major ethnic groups (Malays, Chinese and Indians) were adequately represented. The results suggested that the effects of materialism on life satisfaction could be indirect, mediated by stress and moderated by religiosity. Consumer
researchers had a long-standing interest in understanding the relationship between materialism and life satisfaction; especially in determining the extent to which having more material possessions makes people happier. Most studies found a negative association between materialism and life satisfaction.

Kumari et al., (2013) conducted a study on 200 managers working in National Thermal Power Corporation (NTPC) organization in India mainly from Sonbhadra in Uttar Pradesh. Participants’ age ranges from 22-42 years (Mean = 30.80 and SD = 4.21); out of them, 200 were male participants. Participants’ work job tenure ranged from 1-8 years (Mean = 2.35 and SD = 1.58) and total work experience ranged 1-16 (Mean = 5.17 and SD = 3.01). On the basis of the result of the study it is concluded that there would be a positive significant correlation between affective commitment and life satisfaction. The life satisfaction level of employees is 5% of the variance in affective commitment. The result indicated that the life satisfaction plagued with emotional attachment to the employees of organizational commitment on the basis of everyday activities, considering life meaningful, positive self images, happy and optimistic outlook and feeling of success in achieving goals. Therefore the authors concluded that the emotional attachment and feeling of positive attachment of managers make them more satisfied in the job situation.

Yeun et al., (2013) conducted a study to identify the correlation of supervisor’s support, emotional exhaustion, personal accomplishment and life satisfaction among hospital nurses. The data were collected from 499 nurses working at the university hospital through a structured questionnaire. The scale had nine items and each item was measured in a 5-point rating Likert scale. General characteristics, the supervisor’s support, emotional exhaustion, personal accomplishment and satisfaction of life was analysed using a t-test, ANOVA, the post hoc Scheffe’s test and Pearson’s correlation coefficient. The results
showed that supervisor support had a negative effect on emotional exhaustion ($r=-0.085$, $p=0.048$), while personal accomplishment ($r=0.169$, $p<0.001$) and life satisfaction ($r=0.150$, $p=0.001$) had a positive effect. Emotional exhaustion showed a negative correlation with a personal accomplishment ($r=-0.177$, $p<0.001$) and life satisfaction ($r=-0.332$, $p<0.001$). The results indicated that higher supervisor’s support, higher personal accomplishment and lower emotional exhaustion result in more life satisfaction. When nurses feel confidence and accomplishment in their work, they tend to continue performing their jobs even when it is difficult and they experience high life satisfaction.

Hee et al., (2014) examined the effects of under employment on psychological well-being (i.e., self-esteem, mental health, and life satisfaction) using a sample of 99 unemployed and 153 re-employed individuals in South Korea in longitudinal studies. Underemployment was determined by wage and skill utilization. The results indicated that when underemployment was determined by wage change, the underemployed showed more favourable mental health level and more life satisfaction than the unemployed. The results indicated that the underemployed in the aspect of wage change showed a more favourable mental health outlook than the unemployed.

Umar et al., (2014) examined life-satisfaction of older adults using a representative sample of Canadian individuals aged above 45. The target population for Cycle 16 was a representative sample of those aged 45 and over in Canada. The final working sample was further reduced by taking account of non-responses to the key life satisfaction-dependent variable, giving a total of 16,525 respondents. The following two questions capture the main empirical portion of our article: (i) Do persons with greater absolute personal income also display greater life satisfaction?; and (ii) Do persons with greater income relative to the median for their age, province and gender display
greater life-satisfaction? This article empirically confirms a long line of Employee Relations/Industrial Relations (IR/ER) emphasis on the importance of ‘relational concerns’ in determining individual happiness. It was found that: (i) relative income matters more than absolute income with respect to the life satisfaction of older adults—that is, the effect of absolute income disappears for older adults (aged 45plus) after controlling for relative income; and (ii) that the relationship between relative income and happiness is stronger for working older adults than retirees, perhaps reflecting the importance (and comparative ease) of wage comparisons with peers at the workplace.

Lepp et al. (2014) investigated the relationship between total cell phone use (N = 496) and texting (N = 490) on Satisfaction with Life (SWL) in a large sample of college students. It was hypothesized that the relationship would be mediated by academic performance and anxiety. Two separate path models indicated that the cell phone use and texting models had good overall fit. Cell phone use/texting was negatively related to academic performance and positively related to anxiety; in turn, academic performance was positively related to SWL while anxiety was negatively related to SWL. These findings add to the debate about student cell phone use and how increased use negatively impact academic performance, mental health, and subjective well-being or happiness.

Niharika and Kiran (2014) measured life satisfaction in relation to economic standing, amount of education, experiences, and the person’s residence as well as many other topics. The objective of this study was to determine the life satisfaction of bank employees. This study examined life satisfaction among private and nationalized sector bank employees from Lucknow district. The method adopted for data collection was questionnaire schedule involving 120 male and female bank employees from the private and
nationalized sector. Ex-post facto research design was used for this study. Multi stage random sampling technique was followed in the present study. The present study was conducted in different areas of Lucknow city. The independent variables considered for the study were hierarchy, work experience, type of bank with the aid of life satisfaction scale developed by Alam and Srivastava (1971). The result showed that nationalized bank employees were highly satisfied with their life in comparison to private employees. A Positive significant relationship also existed between the independent variables and life satisfaction. Life satisfaction among bank employees significantly differs according to the type of bank. It is also found to have relationship with work experience and hierarchy. Stability in employment is found to be the major reason for better life satisfaction among all parameters in nationalized bank employees in comparison to private bank employees.

2.8 Previous Studies on Spiritual Intelligence and Job Satisfaction

After discussing the research conducted in field of spiritual intelligence, job satisfaction and life satisfaction, the comparative studies conducted by various researchers in the field of the spiritual intelligence and job satisfaction and the comparative studies conducted by researchers in the field of spiritual intelligence and life satisfaction are examined.

Jeloudar and Goodarzi (2012) examined the relationship between teachers’ spiritual intelligence and their job satisfaction index at the senior secondary school level. This study designed to use a descriptive correlational design to examine the relationship between job descriptive index and teachers' spiritual intelligence. The study employed in senior secondary schools in Iran. The target of population for the study was secondary school teachers and the
sampling was simple random sampling procedures. In order to have the required number of samples, 10 secondary schools selected for the study. Based on this method of identifying the samples needed, 177 teachers were chosen. Moreover, a sample size of 170 based on Cohen table (1992), is sufficient to answer all the research questions that required the use of mean and standard deviation, Pearson “r” and t-test. The results showed that teachers with bachelor and masters degree were significantly different in their spiritual intelligence. The results also revealed that to determine the level of teachers’ spiritual intelligence based on teachers with six major factors associated with job satisfaction: the nature of the work itself, attitudes towards supervisors, relations with co-workers, opportunities for promotion, salary and benefit and work condition in the present environment. The exception of salary and benefit of teachers’ job satisfaction factors were related to teachers’ spiritual intelligence.

Rastgar et al., (2012) conducted a study in Mazandaran, a province in north of Iran and aimed to analyse the relationship between employees’ spiritual intelligence and job satisfaction. Statistical population in this research includes 1100 personnel of the Mellat bank in Iran. The sample size was 285 people and the authors used random sampling for this research. The research method used for this article was descriptive-correlation. The questionnaires were distributed among personnel in Mellat Bank and a total of 288 filled questionnaires were gathered. The analysis was carried out utilizing Structural Equation Modelling (SEM) methodology and the analysis output was published. It can be derived from the results of subsidiary hypotheses hidden in the spiritual intelligence model that extrasensory perception has the most significant relationship with spiritual intelligence. The results indicated that after extrasensory perception, the indices of divinity, mindfulness, trauma, intellectuality and community had respectively the most significant
relationship with spiritual intelligence. The findings also showed that interaction, organizational policies, task requirements, autonomy, professional status and pay have respectively the most to the least significant relationship with job satisfaction. High levels of spiritual intelligence, most of the indices of job satisfaction have not been fulfilled, i.e. high levels of spiritual intelligence have not resulted in high levels of job satisfaction.

Dali et al., (2013) examined and explained spiritual role in workplace as a moderating variable that effect the professionalism and locus of control on auditor’s job satisfaction. Data was collected by survey method using questionnaire instruments. Proportional stratified random sampling was used to collect the sample of 122 Government Internal Oversight Apparatus (GIOA) at regional inspectorate in Southeast Sulawesi in Indonesia. Generalized Structured Component Analysis (GeSCA) was used to test the hypothesis. The results show that good auditor professionalism can increase job satisfaction. However, locus of control had no significant effect on auditor job satisfaction. High job satisfaction significantly improves auditor’s performance. Better spirituality in workplace lowered job satisfaction of more professional auditors. The study evidenced significant negative interaction of professionalism on spirituality in the workplace (Quasi moderation). Spirituality merely became predictor the interaction of locus of control and spirituality in the workplace to increase job satisfaction (Predictor moderation). Practical implications of professional attitudes and behaviours development cannot be done in a comprehensive manner. The research, originality provided evidence that moderating role of spirituality at workplace weakens the effect of professionalism on job satisfaction, and spirituality in workplace moderation strengthens the effect of locus of control on job satisfaction. Spirituality in workplace cannot increase influence of locus of control on job satisfaction. It means moderating variables of spirituality in
workplace only become predicator of spirituality interaction with locus of control on job satisfaction.

**Kaur (2013)** examined the relationship between spiritual intelligence and job satisfaction of secondary school teachers. Participants were 100 secondary school teachers who completed the Spiritual Quotient Scale (SQS) and teacher Job Satisfaction Scale. Quantitative approach was applied in this study. This study used a descriptive correlational design to examine the relationship between spiritual intelligence and job satisfaction. The findings of the study revealed a significant positive relationship between teachers’ spiritual intelligence and their job satisfaction. A significant difference was found between spiritual intelligence of government and private secondary school teachers. But insignificant difference was found between job satisfaction of government and private secondary school teachers. The study also indicated that spiritual intelligence and job satisfaction were not influenced by gender.

**Hassan et al., (2013)** opined that spiritual intelligence as the most important human intelligence gave a meaningful sense of life and had significant effects on work environment. The purpose of the study was to determine the relationship between spiritual intelligence and job satisfaction in Mashhad (Iran) high school teachers. 215 statistical samples were selected from the population through multiple stage classified sampling. The method of study was descriptive correlation. Standardized questionnaire was used to measure the spiritual intelligence and job descriptive index was employed to measure job satisfaction and its dimensions. Spiritual intelligence is related to all aspects of job satisfaction (e.g. work itself, supervision, coworkers relation, Promotional opportunity, pay) which work itself was the highest correlation. The responsibilities, working practices, feedback had great impact on job satisfaction and hence it had high correlation with spiritual intelligence. Spiritual intelligence was correlated with pay at the lowest value. Spiritual
intelligence as the most important intelligence of man it gives a meaningful sense to life and had significant effects on work environment. Gender had significant effect on spiritual intelligence. Women were more spiritually intelligent than men (p<0.05) but there was no significant difference between women and men in job satisfaction. Experience had no significant effect on spiritual intelligence and job satisfaction (p<0.05). Educational qualifications had no significant effect on spiritual intelligence and job satisfaction (p<0.05). The results of Spearman’s correlation coefficient showed that there was significant relationship between spiritual intelligence and job satisfaction of high school teachers (p<0.05). The work dimension itself of job satisfaction was more related. The gender had significant effect on spiritual intelligence but no significant effect on job satisfaction. Schooling and work experience had no significant effects on both.

Fachrunnisa et al., (2014) discussed the role of creative process engagement between leader-field workers-community to enhance job satisfaction and performance of field workers. Drawing from spiritual leadership theory, it was examined the role of workplace spirituality and creative process engagement to enhance job satisfaction and performance. Results indicated that workplace spirituality and creative process engagement is requirements to create job satisfaction which then lead to employee performance to implement the government programme. Spiritual wellbeing and job satisfaction spiritual wellbeing have became important aspect in today's business organizations. Those aspects were used to encourage employees to complete the work in accordance with the organization’s expectation. Spiritual wellbeing indicated by the feeling perceived by the employee that the valuable work being done in accordance with their ideal job, the level of importance of job to them, and they feel that the work they had done so far had brought changes for the benefit of others, contributed to their profession, and they feel appreciated and cared by their leader. The study had also found that workplace spirituality
emerged as the strongest predictor to cope up with job stress. Individual’s attitude about his or her job should have meaningful implications about how he or she did it. The study surveyed 215 Hospice Inter disciplinary team (IDT) members who completed the Jarel Spiritual Well-Being Scale, the Chamiec-Case Spirituality Integration and Job Satisfaction Scales. Multiple regression and structural path modeling methods were applied to explain the path relationships involving all four variables. In multiple regression, spirituality, integration and self-actualization explained 22% of the variation in job satisfaction (R = 0.48; adjusted R2 = 0.218; df = 3,175; F = 17.2; p = 0.001). Structural path models revealed that job satisfaction was more likely to be realized by a model that transforms one’s spirituality into processes of integrating spirituality at work and self actualization than a model that establishes a direct path from spirituality to job satisfaction. Hospice IDT member’s integration of their spirituality at work and greater self actualization significantly improve job satisfaction. Hence, it can be derived that values of spirituality in today’s environment had proven a great source of competitive advantage for any organization. The importance of work spirituality is consistently growing as the spiritual cause leads to strategic benefits to the business units. Spirituality aids in the enhancing the level of job satisfaction and fulfillment with an overall organizational accomplishment. Spiritual wellbeing is positively related to job satisfaction.

Golparvara and Abedini (2014) conducted a research, the role of meaning and spirituality at workplace was considered for job happiness, positive affect and job satisfaction. To this end, within a correlation study, with the selection of two hundred and four employees of two custom organizations in Esfahan and Tehran, in Iran, who answer meaning and spirituality at work, job happiness, positive affect and job satisfaction questionnaires, the research hypotheses had tested through Pearson's correlation and structural equation
modeling. The results showed that there were significant relationships between meaning and spirituality at work, job happiness, positive affect and job satisfaction. Results of structure equation modeling revealed that during two chain models, at first meaning and spirituality at work linked to job happiness and positive effect. The results of this study showed that meaning and spirituality at work cause positive affective spillover from job happiness and positive affect to job satisfaction. The current investigation models also showed that spirituality and meaning at work had a considerable power to influence happiness, positive affect and job satisfaction. The study implied that based on these findings say that spirituality compared with meaning at work had broader influences on attitudes and affects performance in the workplace. The study also implied that happiness and job-related positive affect are two dimensions of affective capital for human that could nourish affective-based professional attitude as a feeder source.

Ravikumar and Dhamodharan (2014) examined the relationship between spiritual intelligence, organizational commitment and job satisfaction of employees in the banking sector. Further, the study also intends to analyse the impact of spiritual intelligence on organizational commitment and job satisfaction of the employees. The study employed survey method of data collection using structured questionnaire. Relationship among spiritual intelligence, organizational commitment and job satisfaction of employees in banking sector is ascertained using Karl Pearson’s correlation and the impact of spiritual intelligence on organizational commitment and job satisfaction of the employees was ascertained and analyzed using Multiple Regression analysis. Spiritual intelligence impacts job satisfaction of employees in banking sector to the extent of 0.948 and spiritual intelligence impacts organizational commitment of employees in banking sector to the extent of 0.928. The R2 (Rsq) value indicates the percent of variance in the criterion
(dependent variable) that is accounted for by the linear combination of predictor (independent) variables. Job satisfaction had R2 value of .899 which indicates the variance accounted for by spiritual intelligence and organizational commitment had R2 value of .861 which indicated the variance accounted for by spiritual intelligence. The study found that spiritual intelligence significantly and positively impacts job satisfaction and organizational commitment.

2.9 Studies Conducted on Spiritual Intelligence and Life Satisfaction

Isfahani and Nobakht (2013) opined that spiritual intelligence as an infrastructure of individuals beliefs, had a basic role in the various fields particularly in the promotion and provision of mental health and the other hand, the importance of happiness in the mental health, physical health, efficiency and social participation were the most important priorities in the psychology. The study investigated the relationship between spiritual intelligence and staff happiness. The statistical population included employees of Golpayegan Petrochemical Company in Iran and questionnaire was used for data collection. Formal justifiability used to determine questionnaire justifiability. Cronbach's alpha reliability amount of 94% was confirmed. Component of spiritual intelligence is transcendental consciousness, spiritual experience, patience and forgiveness. It was found out that there is a significant relationship between spiritual intelligence variable with the staff happiness variable. Results related to first main hypothesis showed that spiritual intelligence variable had significant positive correlation with staff happiness with coefficient of 501/0 (significant p-value <0.05). So the main research hypothesis is confirmed. The results of correlation test between staff happiness and variables of transcendental consciousness, spiritual experiences, patience and forgiveness show that there is a significant relationship between
the variables of staff happiness and transcendental consciousness, forgiveness, and spiritual experiences.

Koohbanani et al., (2013) carried out a research based on a correlation method among 123 gifted female high school students in Birjand, Iran. The sample size was defined based upon the Morgan Table. The total number of students under study was 260 and 123 samples were selected. Simple Random Method was considered for sampling. For analysing the relation between SI and LS, Correlation Coefficient has been utilized; based on the correlation coefficient (0.220), there is a meaningful relation between the component “Beliefs” in SI, and the component “Living Environment” in LS. There is also a meaningful relation between the component “Moral Virtue” in SI, and the components “Family” and “Friends” in LS so that the correlation coefficient for the component “Moral Virtue” and “Family” is 0.276 and the coefficient for the component “Moral Virtue” and “Friends” is 0.201. It means that those who have more moral virtue have better relations with their Family and Friends. But finally the analysis of other components revealed that there is generally no meaningful relation between spiritual intelligence and life satisfaction, but a meaningful relation between emotional intelligence and life satisfaction exists.

2.10 Review of Studies on Job Satisfaction and Life Satisfaction

Dolan and Gosselin (2000) tested empirically a reciprocal model of job satisfaction and life satisfaction while controlling some social demographic variables. 827 employees working in 34 car dealerships in Northern Quebec, Canada, were surveyed. The multiple item questionnaires were analysed using correlation analysis, chi square and ANOVAs. Results showed interesting patterns emerging for the relationships between job and life satisfaction of which 49.2% of all individuals had spillover 43.5% compensation, and 7.3%
segmentation type of relationships. As a matter of fact, all three types of relationships (spillover, compensation and segmentation) existed simultaneously; but were different for various people and subgroups results, nonetheless, were far richer and the model became much more refined when social demographic indicators were taken into account. The findings suggested that there were multiple types of relationship between job and life satisfaction. The socio-demographic variables studied, in the vast majority of the cases, significant differences were found in job satisfaction but not for life (off the job) satisfaction. Income seems to have equal effect on both life and job satisfaction. Although the appearance of spillover effect was noticed based on the magnitude and sign of the product moment correlation, further analyses showed that no generalisation can possibly be made, as the relations were more complex globally, social, demographic variables demonstrate some effects on each satisfaction individually but also on the interrelation (nature of the relations) between life and work satisfaction.

**Judge et al., (2005)** tested a model explaining how the core self-evaluations (i.e., positive self-regard) concept was linked to job and life satisfaction. Psychological mechanism that may link core self evaluations to job satisfaction was the way in which people choose goals. Industrial and organizational (I/O) psychologists argue that people with positive self-regard tend to be more satisfied with their work and life. Individuals with a positive self regard, were more likely to perceive their jobs as interesting, significant and autonomous than individuals with negative self regard. Negative individuals are more likely to evoke and pursue avoidance (extrinsic and introjected) goals, thereby leading individuals with positive core self-evaluations to greater goal self-concordance. Data were collected from 2 samples: (a) 183 university students (longitudinal measures of goal attainment and life satisfaction were used) and (b) 251 employees (longitudinal measures
of goal attainment and job satisfaction were utilized). The study showed that it is possible not only to become happier through one’s goal pursuit, but also that it is possible to become more satisfied with one’s job through choosing the right goals. The research also admitted that people who are more self-positive (high core self-evaluations) tend to choose the goals that have the best chance to make them happy (with their jobs and lives). It is also found that the pursuit of self-concordant goals may explain part of the relationship between dispositions and the feelings of fulfillment and satisfaction. The incorporation of goals in the job satisfaction literature has another distinct advantage. Although goal constructs such as self-concordance show enough temporal stability to affect variables of interest over time, self-concordant beliefs have shown an ability to change when individuals receive instruction on how to do so. Precisely because of their flexibility and sensitivity to changing contexts, it is possible to help people pursue “better goals.”

**Yorgun et al., (2009)** investigated the job satisfaction, life satisfaction and the predictors of the growing intention to leave the tourism sector in Turkey. Moving from this point, this study tried to reveal the job and life satisfaction level of unionized hotel employees, and then tested the variables effect on intention to live among a selection of unionized hotels in Turkey. This study attempted to shed light to an under-researched topic in unionized hotel settings. The following questions were proposed in the context of the study: Greater job satisfaction scores associated with higher general life satisfaction among unionized hotel employees. 5000 questionnaires were distributed to lodging facilities located in Istanbul, Izmir, Mugla, Ankara, Nevşehir, Bursa, Antalya and Bolu. It is also proposed that five star hotel employees and palace type of lodging facilities’ employees are more satisfied with their job and life therefore had less intention to leave. Individual characteristics that would affect the level of association between overall job satisfaction and intention to leave the current facility. T-test revealed no significant
differences in job and life satisfaction between male and female employees (p>0.05). A positive correlation was found between job and life satisfaction (r=0.37).

_Tarnini et al., (2011)_ explored the relationships of job burnout, life and job satisfaction among university employees from a sample of 170 (90 males and 80 females) employees, selected at random from University of Sistan and Baluchestan in Pakistan. The participants' age range was between 20 and 50 years. Job Burnout Scale, Job Satisfaction Questionnaire and Life Satisfaction Survey were applied to collect the data. There was a significant positive correlation between job satisfaction and life satisfaction (r=.222, p<0.05). Job satisfaction was negatively correlated with emotional exhaustion (r=-.332, p<0.01) and depersonalization (r=-.212, p<0.05), but there was a significant positive correlation between job satisfaction and personal accomplishment (r=.271, p<0.01). Life satisfaction was also negatively related to emotional exhaustion (r=-.548, p<0.01) and depersonalization (r=-.556, p<0.01), but there was a positive correlation between life satisfaction and personal accomplishment (r=.184, p<0.05). There was significant positive correlation between job and life satisfaction. Personal accomplishment had positive correlation with life and job satisfaction. Results demonstrated a significant difference in scores of life satisfaction for males and females. Female employees showed significantly higher mean scores on life satisfaction in comparison to male employees.

_Abi et al., (2012)_ believed that emotional intelligence and job satisfaction are two concepts of high interest in the modern work environment. They serve as a competitive edge in personal and organizational life. However, there are only a few studies that explore the factors which affect the two concepts. Data was collected from 208 respondents of an international electronic firm operating in India using self-administered questionnaires. The Findings were made with the
help of standard statistical tools such as Karl Pearson coefficient of correlation, ANOVA, t-test and so on. The study revealed that there was a very high positive relationship between Emotional Intelligence and Job Satisfaction. It also shows the designation of the employee doesn’t affect his job satisfaction and emotional intelligence. Job satisfaction is an integral component of organizational climate and an important element in the management employee relationship. There should be firm and concrete steps taken for the purpose to improve job satisfaction. Job Satisfaction can be an important indicator of how employees feel about their jobs and a predictor of work behaviours such as organizational citizenship, absenteeism, and turnover. Further, job satisfaction can partially mediate the relationship of personality variables and deviant work behaviours. One common research finding is that job satisfaction is correlated with life satisfaction. This correlation is reciprocal, people who are satisfied with life tend to be satisfied with their job and people who are satisfied with their job tend to be satisfied with life. However, some research has found that job satisfaction is not significantly related to life satisfaction when other variables such as non-work satisfaction and core self-evaluations are taken into account. A major finding for organizations was that job satisfaction had a rather feeble correlation to productivity on the job. In short, the relationship of satisfaction to productivity is not necessarily straightforward and can be influenced by a number of other work-related constructs, and the notion that “a happy worker is a productive worker” should not be the foundation of organizational decision making.

Georgellis and Lange (2012) examined the relationship between job and life satisfaction across Europe using data from the European Values Survey (EVS). It was found out that the majority of employees’ job and life satisfaction were positively correlated, thus supporting the spillover hypothesis, whereby attitudes and practices developed in the life domain spillover into the work domain and vice versa. It was also found out that little
support for the compensation hypothesis, whereby employees who were dissatisfied in one domain seek compensatory rewards in the other domain. Multivariate analysis revealed that the strength of the interaction between job and life satisfaction was mitigated by cultural values and interpersonal trust, as encapsulated in the ‘traditional versus secular values’ index reported in the EVS data. Thus it was also found out that predictors of the job–life satisfaction relationship vary across cultures and that such cross-cultural variations are systematically related to salient cultural values and beliefs. The latter findings raise important questions about the universal application of existing theories in the subjective well-being arena. The research used data of 30 countries from the 1999–2000. EVS is a large-scale, cross-national survey on basic human values offering a rich source of secondary data on individual values and beliefs across Europe. Information was collected using a stratified multi-stage random sampling procedure taking into account the population size and/or degree of urbanization of the primary sampling units (e.g. statistical regions, districts, census units, electoral registers and central population registers) in each country. In all countries, samples were drawn from the entire population of 18 years and older, with no upper age limit imposed. In order to ensure the samples were representative of the population in respective countries, quota sampling methods were applied whereby quotas were assigned based on sex, age, occupation and region, using the census data as a guide to the distribution of each group in the population.

To capture such a correlation and measures of association as defined by Judge and Watanabe (1994), D1, between job satisfaction and satisfaction with life, defined as $D1 = ||ZLS| - |ZJS||$, where ZLS is the standardized life satisfaction score and ZJS is the standardized job satisfaction score. Higher values of D1 imply that job satisfaction and life satisfaction are unrelated as the individual occupies a significantly different position in the job satisfaction distribution in their country compared with the respective position in the life satisfaction
distribution, thus supporting the segmentation hypothesis. As expected, the correlation between job and life satisfaction for the non-segmented group (with low values of D1) is strong and statistically significant for all countries in our sample. In contrast, the correlation between job and life satisfaction for the segmented group (with high values of D1) is weak and not statistically significant. It was calculated a measure of association between job and life satisfaction $D_2 = |Z_{LS} - Z_{JS}|$, as defined by Judge and Watanabe (1994), for those in the non-segmented group. Low values of $D_2$ indicate a positive correlation between reported job and life satisfaction scores, while high values indicate a negative correlation. It was found out that the presence of pre-school children weakens the link between job and life satisfaction for women consistent with the view that the presence of pre-school children changes working mothers’ priorities so that job satisfaction is less likely to affect the life satisfaction domain. In contrast, there was some weak evidence that the presence of teenage children resulted in a strengthened link between job and life satisfaction for women. Interpersonal trust in an organizational setting had been shown to have a significant and positive impact on job satisfaction and other workplace attitudes and behaviours. The results suggest that interpersonal trust also served as a strong predictor of the probability that job satisfaction and life satisfaction are correlated. Analysis showed that predictors of the job–life satisfaction relationship vary across cultures and those cross-cultural variations was systematically related to salient cultural values.

Ignata and Clipa (2012) figured out a relationship between the emotional intelligence, the satisfaction with life on the one hand and the work mentality and general job satisfaction of the Romanian teachers on the other hand. The study found out that the emotional intelligence was correlated with positive attitude towards work and with a general job satisfaction of the teachers. The
participants in the study were 196 teachers from different levels of education: 35% men, 65% women; 73% of urban area, 27% of rural area. The mean age is 40.49 (SD=10.22). The study was conducted between December 2010 and February 2011. A good correlation between the emotional intelligence, work mentality, general job satisfaction and the satisfaction with life had been seen in the analysis. This enabled to say that the teachers with a high level of emotional intelligence have a high level of satisfaction with life, a positive attitude towards work and also a high satisfaction about their work. The results showed some differences between teachers’ work mentality, satisfaction with life and general job satisfaction in terms of emotional intelligence level. The study concluded that a good emotional intelligence of the teachers is correlated with a positive attitude toward work and with satisfaction with life and with work itself.

Demirel (2014) examined the relationship between job and life satisfaction among teachers. The study included 406 teachers employed at private and public pre-school (n=32), primary (n= 247) and secondary (n=127) schools. Data were collected via a questionnaire on demographic characteristics, Minnesota Job Satisfaction Scale and Life Satisfaction Scale. The average job-satisfaction score was 71.58 (on a scale of 100). On this basis, it was concluded that the level of job satisfaction among teachers was “good” but not exceptional. The average life-satisfaction score was calculated as 15.32 (scale maximum 25), which was evaluated as being above the moderate level. A significant correlation was found between life satisfaction and job satisfaction at the level of 0.001 (r = 0.281). This study analysed job and life satisfaction of teachers. It was found that job satisfaction levels of teachers were slightly higher than their life satisfaction levels. Economic problems experienced by teachers caused this result. Economic insufficiency of individuals, mostly affects their life satisfaction. Analysis showed that there was a positive
significant relationship between job satisfaction and life satisfaction. If employees are satisfied with their jobs, that will include their general life. The research found that individuals with high job satisfaction showed more positive behaviours and had better psychological health within the social structure.

Newman et al., (2014) explored the influence of perceived organizational support and perceived supervisor support on employee life satisfaction. The study examined whether the provision of workplace support to employees by the organization and their immediate supervisor leads to higher levels of life satisfaction, using a sample of nurses working in the Chinese healthcare sector. In addition the study examined the mediating role of job satisfaction of the relationship between workplace support and life satisfaction. Structural equation modelling of data from 393 nurses from two Chinese hospitals revealed that job satisfaction fully mediated the relationship between perceived organizational support and life satisfaction. In contrast, perceived supervisor support had a direct influence on life satisfaction rather than a mediated influence through job satisfaction. Our findings highlight the importance of separating the locus of support constructs when examining the impact of support on job and life satisfaction, given that perceived support has different effects depending upon the transmitter of that support.

Mishra et al., (2014) used a novel identification strategy proposed by Lewbel (2012) to illustrate how causation between job satisfaction and life satisfaction can be established with cross-sectional data. Participants were individuals with an urban hukou (household registration) working in a variety of blue collar and white collar jobs across a range of sectors including government, heavy and light manufacturing, mining and services in six Chinese cities: Chengdu, Dalian, Fushun, Fuxin, Fuzhou and Wuhan. The average age of participants was 32.95 years, 47.61 percent of participants were male and
64.73 percent of participants were married. The average number of years of schooling was 12.54 years and the average monthly income of participants was 24911.18 Yuan Renminbi (RMB). Life satisfaction was measured using the written form of the seven item Personal Wellbeing Index (PWI) (Cummins, 2006). The PWI measures personal wellbeing across seven life facets: standard of living, personal health, achievements in life, personal relationships, personal safety, community-connectedness and future security (Cummins, 2006). Each domain is rated on an end-defined 0-10 scale that is anchored by ‘completely dissatisfied’ and ‘completely satisfied’. Job satisfaction was measured using the 36-item Job Satisfaction Survey (JSS), which is a multidimensional instrument that subsumes nine components of job satisfaction. A total of 3000 surveys were administered across the six cities. Altogether, 2657 valid surveys were completed, representing a response rate of 89 per cent. The simplest approach towards examining the job satisfaction-life satisfaction relationship was to estimate an ordinary least squares (OLS) were used. The main finding was that there was a positive relationship between each of the nine facets of job satisfaction and life satisfaction. Overall, based on the OLS estimates, it was concluded that life satisfaction is positively correlated with job satisfaction and its nine facets, but cannot say anything about causation between job satisfaction and life satisfaction because both variables are endogenous. In addition to examining the relationship between composite job satisfaction and life satisfaction, it is considered the relationship between life satisfaction and different facets of job satisfaction. The study found evidence of bidirectional causality between job satisfaction and life satisfaction and mixed evidence of causation between life satisfaction and different facets of job satisfaction.

Mafini and Dlodlo (2014) examined the relationships between extrinsic motivation, job satisfaction and life satisfaction amongst employees in a public organisation. The study used the quantitative research survey approach:
a questionnaire was administered to 246 employees in a South African public organisation. Statistically significant relationships were observed between job satisfaction and four extrinsic motivation factors: remuneration, quality of work life, supervision and teamwork.

The relationship with the promotion was insignificant, but a statistically significant relationship was established with life satisfaction. A positive association between job satisfaction and life satisfaction was also observed which implies that these two factors either increase or decrease in parallel with each other. The application of the regression analysis procedure showed that remuneration, quality of work life, supervision and teamwork are the extrinsic motivation factors that predict job satisfaction. Additionally, job satisfaction emerged as a predictor of life satisfaction.

Demirel (2014) studied the job and life satisfaction of teachers. A high level of individual job satisfaction positively affects both job performance and life satisfaction. This study examined the relationship between job and life satisfaction among teachers. The study included 406 teachers employed in private and public preschool (n=32), primary (n=247) and secondary (n=127) schools. Data were collected via a questionnaire on demographic characteristics, Minnesota Job Satisfaction Scale and Life Satisfaction Scale. The average job satisfaction score was 71.58 (on a scale of 100). On this basis, it can be concluded that the level of job satisfaction among teachers was “good” but not exceptional. The average life-satisfaction score was calculated as 15.32 (scale maximum 25), which was evaluated as being above the moderate level. A significant correlation was found between life satisfaction and job satisfaction at the level of 0.001 (r = 0.281). Job satisfaction of public teachers and preschool teachers, and life satisfaction of female teachers was found to be higher. It was found that job satisfaction levels of teachers were slightly higher than their life satisfaction levels. Economic problems
experienced by teachers might have caused this result. Economic insufficiency of individuals, mostly affects their life satisfaction. Analysis showed that there was a positive significant relationship between job satisfaction and life satisfaction. Since employees spend most of their time at work place and consider work as the centre of life, job satisfaction affects life and therefore increased job satisfaction increases life satisfaction.

Cornel (2015) explored the personal relations between resources (life satisfaction, dispositional optimism and resilience) involved in maintaining and developing certain organizational attitudes and to establish the relevant predictors for the criterion. The study was conducted on a sample that included 114 participants, selected from different organizational environments. Life satisfaction and optimism, as variables, through their one-dimensional nature, were considered as independent variables, while job satisfaction and organizational trust were recognized as dependent variables. Job satisfaction was measured using the job satisfaction inventory. Life satisfaction was measured using the scale created by Diener et al., (1985). Thus, life satisfaction positively correlates with job satisfaction (total score), $r = 0.223; p < 0.01; r^2 = 0.04$, a rather low value in comparison to the values of the correlations with the subscales of this instrument. Life satisfaction and promotion opportunities positively correlate $r = 0.382; p < 0.02; r^2 = 0.14$ before measuring the partial correlation. The constant maintenance of resilience proves that resilience had a mediating effect upon the correlation value ($r = 0.368; r^2 = 0.13$). The study encountered an effect with a positive influence in the case of the correlation between life satisfaction and the nature of the work ($r = 0.315; p < 0.01; r^2 = 0.09$) even after measuring the partial correlation ($r = 0.292; p < 0.02; r^2 = 0.08$). Resilience was a factor that mediated the relations between personal resources and organizational attitudes. The current study’s results showed statistically significant positive correlation between predictor variables (life satisfaction and dispositional
optimism) and some of the criterion variables (job satisfaction and organizational trust).

2.11 Conclusion

‘Spiritual intelligence’ is an emerging concept in the management studies. The literature in the field of spiritual intelligence, job satisfaction and life satisfaction are reviewed in this chapter. But there is no literature available on ‘the impact of spiritual intelligence on the job satisfaction and life satisfaction of the IT employees’. The literatures reviewed in this chapter were from different countries across the world. The literature review shows that there are number of studies conducted in the field of spiritual intelligence, job satisfaction and life satisfaction done separately on each of them in various parts of the world. The studies of spiritual intelligence by Vaughan(2002), Wigglesworth (2006) King and Decicco (2009) Kaur (2013) Soleiman Y. and Fatemeh L. (2012)Ferrell, R. (2014) and job satisfaction, Beam R (2006). Abi E and Jijo G. (2012). Alex C,(2012) Mohsen G and Hassan A.(2014). Valentinea S., Fleischmanb G. &Lynn G. (2015)Bindu C. (2015), are more connected to the behavioural science, whereas the studies on life satisfaction are connected to the economics, Jan-E and Andrew J (2012) Vinod and Newman (2014). But these studies have not touched the end result that is the human life satisfaction. Review of the literature indicates that spiritual intelligence, job satisfaction and life satisfaction had been studied frequently as separate research topics. However, there is lack of research involving the three factors together spiritual intelligence, job satisfaction and life satisfaction of IT professionals. The limited number of comprehensive studies in this area indicates the need for further research in understanding the relationship between spiritual intelligence, job satisfaction and life satisfaction. The theoretical background of the study given in chapter I and the review of related
literature given in Chapter 2 led the researcher to raise certain research questions. This further led researcher to make certain hypotheses and assumptions connecting the three core concepts, spiritual intelligence, job satisfaction and life satisfaction. These are integrated in the research methodology which is given in the next chapter, that is, Chapter 3.