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Article title will be placed beneath the journal info, with All caps, Times New Roman 20, before 24 pt with center alignment

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Aff1

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Aff2

Faculty of Technology and Engineering

The Maharaja Sayajirao University of Baroda, Vadodara

Author2

Aff1

Aff2

Author1, Author2 and Author3 (if two or more authors has same affiliation)

Aff1

Aff2

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ABSTRACT

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**A HEAD**

**1. INTRODUCTION (A HEAD)**

**B Head**

2.1. Materials

B Head1

2. MATERIALS & EXPERIMENTAL PROCEDURES [Ahead]

2.1. Materials [Bhead1]

**CHead**

2.2.2. Preparation of Glycerol-1,3-dichlorohydrin

**CHead1**

2.2. Methods [B Head]

2.2.1 Polymer preparation [Chead1]

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Extract

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Equation Information

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Equation Number

$$x=\frac{1}{2} (1)$$

Equation Un-number

$$x=\frac{1}{2} $$

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Table caption

Table Column Head

Table text

Table note

**Note:** Note text Note text Note text Note text Note text Note text Note text Note text Note text Note text Note text Note text.

**Table 1** Reactive dyes used with their reactive systems and Colour Index numbers

**Table 1** Historical tsunami that affected the western coast of India

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| NO | Year | Longitude °E) | Latitude °N) | Moment Magnitude | Tsunami Source | of Loss of Life |
|  |  | /Location |  |  |  |
| 1 | 326BC | 67.30 | 24.00 |  | Earthquake |  |
| 2 | 1008 | 60.00a | 25.00a | ? | Earthquake | 1000\* |
|  |  | 52.3b | 27.7b |  |  |  |
| 3 | 1524 | Gulf of Cambay |  | Earthquake |  |
| 4 | 1819 | Rann of Kutch | 7.8 | Earthquake | >2000\* |
| 5 | 1883 Krakatau | Krakatau |  | Volcanic |  |
| 6 | 1845 | Rann of Kutch | 7.0 | Earthquake |  |
| 7 | 1945 | 63.00 | 24.50 | 8.1 | Earthquake | 4000\* |
| 8 | 2007 | 101.36 | -4.43 | 8.4 | Earthquake |  |
| 9 | 2013 | 62.26 | 25.18 | 7.7 | Earthquake |  |
|  |  |  |  |  | Volcanic |  |

a Rastogi and Jaiswal (2006) [41]

b Ambraseys and Melville (1982)

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Figure

Figure Caption



**Figure 1.** Typical induction motor drive

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**REFERENCES**

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**Journal Articles:**

1. Hebeish, A. and El-Rafie, M. H. *American Dyestuff Reporter*,**79**(7), 1990, pp. 34.
2. Maganioti, A. E., Chrissanthi, H. D., Charalabos, P. C., Andreas, R. D., George, P.N. and Christos, C. N. Cointegration of Event-Related Potential (ERP) Signals in Experiments with Different Electromagnetic Field (EMF) Conditions. *Health*, **2**, 2010, pp. 400-406.
3. Bootorabi, F., Haapasalo, J., Smith, E., Haapasalo, H. and Parkkila, S. Carbonic Anhydrase VII—A Potential Prognostic Marker in Gliomas. *Health*, **3**, 2011, pp. 6-12.

**E-Journal Articles:**

1. Bharti, V.K. and Srivastava, R.S. Protective Role of Buffalo Pineal Proteins on Arsenic-Induced Oxidative Stress in Blood and Kidney of Rats. *Health*, **1**, 2009, pp. 167-172. <http://www.scirp.org/fileOperation/downLoad.aspx?path=Health20090100017_97188589.pdf&type=journal>

**Books:**

1. Billmeyer, F. W. Jr. and Saltzman M. Principles of Colour Technology, 2nd Edition. New York : John Wiley & Sons, 1981, pp. 140.

**Edited Book:**

1. Prasad, A. S. Clinical and Biochemical Spectrum of Zinc Deficiency in Human Subjects. In: Prasad, A. S., ed., Clinical, Biochemical and Nutritional Aspects of Trace Elements. New York : Alan R. Liss, Inc., 1982 pp. 5-15.

**Conference Proceedings:**

1. Clare, L., Pottie, G. and Agre, J. Self-Organizing Distributed Sensor Networks. Proceedings SPIE Conference Unattended Ground Sensor Technologies and Applications, Orlando, 3713, 1999 pp. 229-237.

**Thesis:**

1. Heinzelman, W. Application-Specific Protocol Architectures for Wireless Networks. Ph.D. Dissertation, Cambridge: Massachusetts Institute of Technology, 2000.

**Internet:**

1. Honeycutt, L. Communication and Design Course, 1998.  <http://dcr.rpi.edu/commdesign/class1.html>

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Times New Roman 11 pt, Author in the even page and Article title in odd page. No information needed for first page.

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AN ANALYSIS OF THE SPIRITUAL INTELLIGENCE SELF REPORT INVENTORY (SISRI)

Dr. D. Anbugeetha

Assistant Professor, Department of Business Administration,

Thiagarajar College, Madurai - 9, India

**ABSTRACT**

Spiritual intelligence is the science of human energy management that clarifies and guides the structure of awareness. The application of this awareness is the key to personal fulfilment and good work performance. Spiritual intelligence practice leads to a more satisfying, effective and productive workplace. Moreover, spiritual intelligence of an individual can be measured and developed. This nature of spiritual intelligence makes it interesting for the HR trainers and management consultants. However, there exists a substantial controversy in the measurement of spiritual intelligence. Hence, in this study based on the review of various measures of spiritual intelligence, it was decided to analyse the Spiritual Intelligence Self Report Inventory (SISRI) developed by King (2008). The scale was originally developed and validated In Canada. In order to identify whether the scale is a valid measure of spiritual intelligence in the Indian scenario a reliability study was conducted. Acceptable reliability estimates were obtained for the dimensions and the scale. To obtain supporting validity evidence for the scale and to understand the influence of an individual’s spiritual intelligence on his/her work performance, spiritual intelligence was studied in relation with work performance. Work performance was measured using work performance scale. Desired validity for SISRI was obtained from work performance outcomes also. Consequently, the scale, dimensions of the scale are suitable in the Indian context. Moreover, it was identified that spiritual intelligence influences work performance of individual’s significantly.

**Keywords:** Reliability, Spiritual Intelligence, Validity, Work performance

Cite This Article:Dr. Anbugeetha, D. An Analysis of the Spiritual Intelligence Self Report Inventory (SISRI). *International Journal of Electrical Engineering & Technology (IJEET)*,**6**(7), 2015, pp. 28-38. http://www.iaeme.com/IJEET/issues.asp?JType=IJEET&VType=6&IType=7

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1. INTRODUCTION

Intelligence is one of the interesting areas for the researchers in the area of human psychology. Researches differentiate four types of basic intelligence. They are viz. physical intelligence, rational intelligence, emotional intelligence and spiritual intelligence. Physical intelligence develops in early stages. It is the ability to control one’s physique. Then rational intelligence develops. It is the linguistic and conceptual skills. The next intelligence to develop is emotional intelligence. Though some early development of relationship skills may exist, for many, emotional intelligence becomes a focus area only later when one realizes the need to improve based on feedback in romantic and work relationships. Spiritual intelligence finally develops as one begins to search for deeper meaning. It can be said that spiritual intelligence is one of the human abilities that differentiate human race from other beings. It allows human beings to be creative, to change the rules and alter situations. It is called the ultimate intelligence because of this transformative nature.

It may be said that materialism has made people to focus only on money and money making, as a result eradicating the spiritual values. Due to this deterioration of spiritual values people are dispirited, stressed and lack concern for fellowmen. This has led to the decline in work performance at the individual level. Spiritual intelligence may address this fundamental challenge currently faced by business.

Spiritual intelligence is the awareness, management and regulation of human energy. It is the key to personal fulfilment and good work performance. Spiritual intelligence practices can lead to a more satisfying, effective and productive workplace. Hence organizations that have long been rational systems may consider making room for spiritual intelligence, a dimension that has less to do with rules and order, and more to do with meaning, purpose, values and a sense of community.

There is an ongoing debate about whether the construct spiritual intelligence can be assessed; there are a number of indicators and measures of spiritual intelligence. Further it can be observed that like every other construct spiritual intelligence can be nurtured and developed. Further among the various perspectives of spiritual intelligence, King’s (2008) approach is found to be a theoretical framework that covers all the major understandings of the idea of spiritual intelligence in the literature. Hence, it was decided to analyse SISRI’s suitability in the Indian scenario.

2. NEED FOR THE STUDY

As a step toward gaining a better understanding of the construct of spiritual intelligence, this study was designed to analyze whether the Spiritual Intelligence Self Report Inventory (SISRI) originally developed and validated In Canada by King (2008) is a valid measure of spiritual intelligence in the Indian scenario. The study investigates the construct validity of the instrument by examining the dimensions proposed to explain the interrelations among items included in the instrument, and by examining the relationship between spiritual intelligence of the individuals measured using the scale and their work performance.

3. OBJECTIVES OF THE STUDY

Two questions were identified to guide the study:

* To analyze whether SISRI is a valid measure of spiritual intelligence in the Indian scenario.
* To identify the relationship, if any, between spiritual intelligence and the organisational outcome variable − work performance.

4. METHODOLOGY

The first step in the study was to analyze the major properties of SISRI. A detailed description of the analysis and the validation of the scale are given in the following section.

4.1. Major properties SISRI

SISRI uses a 4 point scale (A– Not at all true of me; B – Not very true of me; C – Very true of me; D– Completely true of me). Higher the score, higher is an individual’s spiritual intelligence. It measures four dimensions of Spiritual Intelligence, **Critical Existential Thinking**: the capacity to critically think about the meaning and purpose of one’s existence and to contemplate non-existential issues in relation to one’s existence; **Personal Meaning Production**: the ability to derive personal meaning and purpose from all physical & mental experiences, including the capacity to create and master a life purpose; **Transcendental Awareness**: the capacity to identify transcendent dimensions/patterns of the self (i.e., a transpersonal or transcendent self), of others, and of the physical world (e.g., holism, non materialism) during normal states of consciousness, accompanied by the capacity to identify their relationship to one’s self and to the physical world; **Conscious State Expansion**: the ability to enter and exit higher/spiritual states of consciousness (e.g. pure consciousness, cosmic consciousness, unity, oneness) at one’s own discretion (as in deep contemplation or reflection, meditation, prayer, etc.). The scale had Cronbach’s Alpha .95 for all items, .88 for CET, .87 for PMP, .89 for TA, and .96 for CSE. Subsequent to the understanding of the major properties of the scale, it was subject to a rigorous validation process.

4.2. Instrument analysis

To find out whether the SISRI developed by King (2008), is relevant to the Indian scenario a four step validation process was carried out.

The first step was an individual try out. The original scale was individually tried out with 25 respondents from different industries. Based on the suggestions received in the individual try out, it was identified that certain terminologies used in the items were considered to be difficult to understand. Hence, necessary modifications were made in the scale.

In the second step the so-modified scale was subjected to a final try out by circulating it to a sample of 75 respondents working in software companies located in Coimbatore district. The final tryout was made to establish the reliability of the scale. The authors report reliability co-efficient of the spiritual intelligence scale using Spearman Brown split-half and Cronbach’s alpha method. The reliability co-efficient were 0.63 and 0.65 respectively and the overall scale had a correlation co-efficient of 0.25. Based on the suggestions received from the final try out the nomenclatures of the subscales were changed as, Logical thinking, Reasoning, Surpassing and Consciousness respectively. The next step in the process was to conduct a pilot study.

However, to identify the relationship, if any, between spiritual intelligence and the organisational outcome variable − work performance, work performance of the respondents has to be measured. The work performance scale (Anbugeetha & Venkatapathy, 2011) was used for the purpose. It is a 73 item self administered questionnaire and has eight subscales. The subscales are defined as follows: **Professional competence** is the knowledge and skill required in performing a specialized task with quality. **Decision making** isthe process of evaluating information gathered and reaching conclusions. **Productivity** is yielding the standard amount of product or services as described in a work description. **Dependability** is the quality of being reliable. **Team work** isthe degree to which the employee works well in a group setting and **Leadership** isthe ability to guide and support others in the accomplishment of a common task.All these competencies are required to perform theactivities that contribute to the technical core of the organization effectively. **Positive thinking** isthe extent to which an employee is cheerful in the work environment, while **Transparency** is the extent to which an employee is true to his job and organization. **Extra effort** is the willingness of an employee to put in additional effort in performing his duty. **Networking** isthe extent to which an employee is positive in dealing with others and **Accommodativeness** isthe extent to which an employee is inclined to help people. The authors reported reliability co-efficient of the work performance scale using Spearman Brown split-half and Cronbach’s alpha method. The reliability co-efficient were 0.74 and 0.75 respectively. After obtaining the basic understanding about both the variables and the scales used to measure them, the next step that sequentially follows is to conduct a pilot study.

4.2.1. Pilot study

A pilot study was undertaken in order to

1. Evaluate the biographical schedule prepared

Assess the reliability of the research instrument selected

Ascertain the time taken to complete the instruments

The Instrument was distributed among 160 respondents working in a software company located in Chennai. The record of transaction that took place while administering the instrument and the responses of the respondents of the pilot study to the instrument used were analyzed with reference to the objectives of the pilot study. The discussion with the respondents prior to the administration of the instrument revealed that the instrument had an adequate stimulus value to gather authentic responses from the respondents. The transactions also suggested that the procedure adopted in administering the instrument is practicable. Hence, it was concluded that the scale used in this instrument provided the necessary data required from the respondents.

The reliability co-efficient of both the scales were determined using Cronbach’s alpha and Spearman Brown split-half method. Cronbach’s alpha test is used to assess internal reliability, essentially assessing whether all the items in a scale measure the same thing. However, it has been suggested that Cronbach’s coefficient alpha represents the lower bound of the reliability coefficient, because it assumes that all individual items measure the true score of the latent variable equally well (Bollen, 1989). The coefficient alpha represents a classic model of reliability estimation where an individual’s true score is viewed as the average of an infinite number of respondent scores of the same test. Therefore, the split-half test is also used. It is a measure of reliability derived from correlating two halves of the scale. It reduces the potential for both random and systematic error by using a single measure on one occasion with one set of subjects. But when a measuring device is divided into two parts and the scores are correlated the result is a correlation between values on an assessment that is only one half as long as the original. To counter this, the Spearman – Brown formula is used to estimate the reliability of the assessment in its original length. SPSS was used to undertake this. Table 1 shows the reliability of the instrument used for the present study and the time taken.

Total time required to collect data from one respondent was about 80 minutes. Considerable time was required to explain the motive behind this research and other details. Also there was substantial amount of operational cost and work involved in the process. On the basis of the pilot study, the necessary modifications were made in the scale before proceeding to collect data for the final study. The sample for the final study was selected after incorporating the results and modifications generated through the pilot study.

**Table 1** Showing the Reliability and Time Taken For Completion of the Research Instrument

|  |  |  |  |
| --- | --- | --- | --- |
| S. No | SCALES | RELIABILITY | TIME TAKEN |
| Cronbach’s alpha | Split-half |
| 1. | Spiritual intelligence*Subscales*1. Logical thinking2. Reasoning3. Surpassing4. Consciousness  | 0.880.770.760.650.73 | 0.86 |  30 mins |
| 2. | Work performance*Subscales*1. *Task performance* a. Professional competence  b. Decision making c. Team work d. Leadership2. *Contextual Performance* a. Positive thinking  b. Extra effort c. Networking d. Accommodativeness | 0.93*0.85**0.69**0.61**0.61**0.54**0.89**0.66**0.73**0.63**0.72* | 0.86*0.82**0.61**0.55**0.67**0.54**0.84**0.72**0.74**0.60**0.72* | 50 mins |
| **TOTAL TIME TAKEN** | 80 mins |

4.3. Sampling technique

Adequate care has been taken in selecting the various groups and sample for the purpose of the present study. It was decided to focus on the software engineers. It is because IT revolution has caused unprecedented increase in employment opportunities and entrepreneurial development in India. IT-trained youth of the country get immediate employment opportunities and also receive high pay packages that were unimaginable in the recent past. On the other side, hiring and firing is the order of the day in software companies. Moving within a year to financially more promising places are also common. The software companies, preoccupied only with business expansion, are not conscious of the deterioration of the necessary spiritual values in their workplace. Consequently, this carelessness on the part of the management of software companies has resulted in undesirable consequences such as lack of commitment, lack of a sense of belonging, lack of trust, lack of concern for fellow-men, lack of team orientation, prevalence of discrimination, under-utilization of the creativity and knowledge of the employees by the management and high rate of attrition. All the above-said traits may affect work performance at the individual level (Mariyappan, 2008). Software companies may bring in spiritual intelligence, which has its roots in the Indian *ethos.* Measuring spiritual intelligence may be a stepping stone towards enhancing spiritual intelligence.This may enhance the work performance at the individual level. Hence, it is proposed to carry out this study with special reference to software professionals.

A multi-stage sampling technique was applied for the purpose. In Tamil Nadu, Chennai is the IT hub. A large number of software companies are there in Chennai. Hence, it was decided to focus on the companies located in Chennai. The list of software companies located in Chennai was prepared after perusing the reports from the following sources,

* nseindia.com
* CMIE – Prowess database

All software companies located in Chennai and those that were listed in NSE were marked as the universe. Companies established on or before January 2006, with sales turnover of US$ 50 − 100 million and a headcount of 250 – 1000 were included in the sample. The selected companies were contacted personally. The purpose of the research and the requirements of the investigator were explained. However, not every company was willing to participate in the research. From the list, 30 companies were shortlisted based on the willingness of the management to carry on the research. Finally, six companies were selected using lottery method. The list of software engineers working in the selected companies was prepared with the help of human resource managers working in the selected companies. It was decided to take 22% from the total population. Hence, 616 respondents from 2800 were selected to be included in the sample. Every 4th employee was selected to respond to the instruments. On perusal, it was found that a few response sheets were incomplete and a few were not marked properly in spite of repeated reminders. Hence, those response sheets were eliminated from the sampling units. Totally, the final sample consisted of 560 employees. In the sample 219 respondents (39.1%) had more than five years of experience; 183 respondents (32.7%) had two to five years of experience and I58 respondents (28.2%) had less than two years of experience.

4.4. Structural equation modeling

The final step in the validation process was to examine the construct validity of the measure of spiritual intelligence. Once the sample characteristics were identified, an extensive standardization and validation process on spiritual intelligence and its components was conducted. In order to estimate the degree to which inferences can legitimately be made from the operationalizations made in the study to the theoretical constructs on which those operationalizations were based, construct validity was established.Construct validityrefers to the extent to which a scale developer can ensure exactly what the instrument is measuring (Yang, Watkins & Marsick, 2004). Structural equation modeling using Visual PLS was selected to assess the construct validity of the Instrument. The technique was also used to examine the relationship between spiritual intelligence and work performance. This method does not make any assumption about the distribution of the data (Wold, 1989; Wold and Joreskog, 1982). After the data is collected, the scales are analysed to achieve the following objectives: reliability of the scales, uni-dimensionality and validity of the scales. Reliability is tested using Cronbach’s alpha, validity and uni-dimensionality are tested using PLS Path modeling.

5. RESULTS AND DISCUSSION

Following Yang, Watkins and Marsick (2004), the method of Structural equation modeling (SEM) was used to examine the relationship between spiritual intelligence and work performance. SEM allows testing of specific hypothesis about the factor structure for a set of variables. SEM was performed using Visual PLS. As the first step confirmatory factor analysis as a classification method was performed.

Table 2 shows the correlation between the scale items and the three factors. These correlations are also called factor loadings. It can be observed from the table that the factor spiritual intelligence is marked by high loadings on items positive thinking, reasoning, surpassing and consciousness. The same can be observed in task performance and contextual performance. Contextual performance is marked by high loadings on items positive thinking, extra effort, networking and accommodativeness. Task performance is marked by high loadings on items teamwork, decision making, professional competence and leadership. From the factor loadings and the cross loadings it can be said that the constructs spiritual intelligence, task performance and contextual performance measured by the instrument are composed of the respective aspects.

To identify the relationship between the constructs bootstrap estimate was used. Bootstrapping is a nonparametric approach to statistical inference that does not make any distributional assumptions of the parameters like traditional methods (Efron & Tibshirani, 1993). The first step in bootstrap estimate is to show the relationship between the sub-factors and the respective constructs. The measurement mode of bootstrap computes the regression co-efficient of the sub-factors of the constructs along with the mean, standard error and t-statistic of the sub-factors.

From table 3 it can be observed that the t-statistic computed for the sub factors of the construct spiritual intelligence namely, Logical thinking (LT), Reasoning (RG), Surpassing (SG) and Consciousness (CS) are all greater than two, indicating that spiritual intelligence is comprised of these factors. The t-statistic computed for the sub-factors of the construct contextual performance namely, Positive thinking (PT), Extra effort (EE), Net working (NW) and Accommodativeness (AC) are all greater than two, indicating that contextual performance is comprised of these factors. Similarly the t-statistic computed for the sub-factors of the construct task performance namely, Professional competence (PC), Decision making (DM),Team work (TW) and Leadership (LS) are all greater than two indicating that the construct task performance is comprised of these factors.

To test the null hypothesis **(H01)** “spiritual intelligence do not influence work performance”, bootstrap estimate was used. It automatically computes the regression co-efficient, mean of sub-samples, standard error and t-statistic for the structural model.

**Table 2** Showing factor structure matrix of loadings and cross loadings

|  |  |  |  |
| --- | --- | --- | --- |
| SCALE ITEMS | SPIRITUAL INTELLIGENCE | CONTEXTUAL PERFORMANCE | TASK PERFORMANCE |
| LOGICAL THINKING | **0.6987** | 0.1426 | 0.1829 |
| REASONING | **0.2663** | 0.0800 | 0.0899 |
| CONSCIOUSNESS | **0.6046** | 0.0556 | 0.0333 |
| SURPASSING | **0.7786** | 0.2558 | 0.2139 |
| POSITIVE THINKING | 0.1892 | **0.7564** | 0.5685 |
| EXTRA EFFORT | 0.1757 | **0.5741** | 0.1001 |
| NETWORKING | 0.0964 | **0.5854** | 0.4662 |
| ACCOMMODATIVENESS | 0.1306 | **0.6726** | 0.4899 |
| TEAM WORK | 0.1574 | 0.1616 | **0.5290** |
| DECISION MAKING | 0.1909 | 0.5181 | **0.7939** |
| PROFESSIONAL COMPETENCE | 0.1147 | 0.4847 | **0.6765** |
| LEADERSHIP  | 0.1595 | 0.4145 | **0.7251** |

**Table 3** Showing The Measurement Mode (loading) – Bootstrap

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| CONSTRUCTS | SUB-FACTORS | ENTIRESAMPLEESTIMATE | MEANOFSUBSAMPLES | STANDARDERROR | t-STATISTIC |
| SPIRITUAL INTELLIGENCE | LT | 0.6974 | 0.7003 | 0.0361 | 19.2946\* |
|  | RG | 0.2643 | 0.2542 | 0.0678 | 3.8982\* |
|  | CS | 0.6037 | 0.5939 | 0.0491 | 12.2839\* |
|  | SG | 0.7772 | 0.7777 | 0.0327 | 23.7863\* |
| CONTEXTUAL PERFORMANCE | PT | 0.7544 | 0.7381 | 0.0495 | 15.2503\* |
|  | EE | 0.5750 | 0.5826 | 0.0920 | 6.2495\* |
|  | NW | 0.5840 | 0.5811 | 0.0773 | 7.5553\* |
|  | AC | 0.6737 | 0.6688 | 0.0730 | 9.2266\* |
| TASK PERFORMANCE | TW | 0.5262 | 0.5340 | 0.0732 | 7.1853\* |
|  | DM | 0.7932 | 0.7827 | 0.0393 | 20.1838\* |
|  | PC | 0.6740 | 0.6750 | 0.0547 | 12.3133\* |
|  | LS | 0.7237 | 0.7194 | 0.0471 | 15.3495\* |

**\*** Significant at 5% level.

Table 4 shows estimates of the structural co-efficient for the proposed model. Each of these co-efficient can be viewed as a standardized regression co-efficient of one exogenous variable on its related endogenous variable, when the effects of other variables were partialed out. Every co-efficient was statistically significant and positive in direction. It can be observed that the regression co-efficient of spiritual intelligence and task performance is 0.255; regression co-efficient of spiritual intelligence and contextual performance is 0.255. The results suggest that spiritual intelligence influences both task and contextual performance equally.

**Table 4** showing the structural model – bootstrap

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| PATHS | ENTIRESAMPLEESTIMATE | MEANOFSUBSAMPLES | STANDARDERROR | t-STATISTIC |
| Spiritual intelligence ->Task performance | 0.2550 | 0.2665 | 0.0365 | 6.9870\* |
| Spiritual intelligence -> Contextual performance | 0.2550 | 0.2763 | 0.0343 | 7.4383\* |

**\*** Significant at 5% level

The SEM results indicate that the co-efficient of determination (R2) for both the endogenous variables task performance and contextual performance is 0.065. To put it in another way, when operationalized as constructs 6 percent variation of the two outcome variables were explained by the proposed structural equation model. When put together spiritual intelligence contributes to around 12% of an individual’s work performance. Certainly other important variables that are not included in the study will contribute to an individual’s work performance.



**Figure 1** Visual PLS estimates of structural model co-efficient for the model explaining the relationship among spiritual intelligence, task and contextual performance

The construct validity of the instrument is computed by calculating the convergent validity and divergent validity. Visual PLS does this by calculating average variance extracted and correlation of latent variables.

**Table 5**  The reliabtility and AVE

|  |  |  |
| --- | --- | --- |
| Construct | Composite Reliability | AVE |
| Spiritual intelligence | 0.689153 | **0.381177** |
| Contextual performance | 0.743810 | **0.423671** |
| Task performance | 0.777247 | **0.471033** |

Table 5 shows the composite reliability and AVE of the constructs. Average variance extracted (AVE) is a statistic that states how much variance captured by the latent variable in a structural equation model is shared among other variables. From the table 5 it can be observed that the AVE of all the items is around 0.4. This indicates that all the constructs used in the present study have good convergent validity.

From table 6 it can be observed that r2 values in all the cases are less than AVE (Table 5). Since the average variance extracted by the correlated latent variables is greater than the square of the correlation between the latent variables, divergent validity is established. (Fornell & Larcker, 1981). That is, r2 < AVE in all the cases hence, it can be said that the constructs have divergent validity. Since both convergent validity and divergent validity are established, it can be said that the constructs studied have an acceptable level of construct validity.

**Table 6** Showing the Correlation of Latent Variables

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Self-monitoring | Spiritual intelligence | Contextual Performance | Task performance |
| **Spiritual intelligence** | 0.491 | 1.000 |  |  |
| **Contextual Performance** | 0.317 | 0.240 | 1.000 |  |
| **Task performance** | 0.256 | 0.230 | 0.591 | 1.000 |

The present study has shown strong evidence of reliability and constructs validity for SISRI in the Indian scenario. However, certain items in the scale were very difficult to understand, based on the suggestions received, certain modifications in the wordings of the items and the nomenclatures of the sub scales were proposed and tested for reliability and validity. Considerable reliability and validity values were obtained showing that the scale is a reliable and a valid measure of spiritual intelligence in the Indian Scenario. This scale will be useful for future researchers to study spiritual intelligence and their relations with other organizational variables in the Indian context. Moreover the results of the SEM showed that the variable spiritual intelligence has significant effects on organisational outcomes: task performance and contextual performance. A considerable amount of variation of the organisational outcomes: task performance and contextual performance could be explained by the proposed model. Since all the dimensions studied are significantly related to others in the hypothesized ways, the validity of the model is evident.

It can be understood from the results of the SEM that spiritual intelligence influences both task performance and contextual performance equally. The reason for the interplay between the variables can be explained as follows. People with high spiritual intelligence are motivated, optimistic and creative; they have the capacity to understand the concern of others; they are energized and happy, while adapting themselves to rapidly changing environment; they will be self-motivated; since they can understand themselves better, they can act according to the situational demands; they have the capacity to face threats and change them into opportunities. Taken together, these findings illustrate that the characteristics associated with spiritual intelligence are related to positive and desirable behaviour at work. This gives a possible explanation for the influence of spiritual intelligence on work performance.

6. CONCLUSION

Based on the outcome of the study, the SISRI is recommended for use in studies in the Indian context also. Moreover, the results of the present study highlight the influence of spiritual intelligence on work performance. This clearly shows that spiritual intelligence results in enhanced work performance. This finding is noteworthy and has far-reaching implications. The statistical testing and the pattern of theoretical postulates used in the study can be tried for improving the selection and training procedure of software engineers. Identifying and nurturing software engineers with proper orientation would go a long way in enhancing work performance and the effectiveness of individuals. However, this finding is new to the literature. Further research is needed to replicate and clarify these results.

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