

EXPLORING RELATIONSHIP AMONG SPIRITUAL QUOTIENT, FEELING OF ONENESS AND JOB SATISFACTION OF EMPLOYEES: AN EMPIRICAL STUDY

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ABSTRACT

The present study aimed to explore empirically whether there is any significant relationship between Spiritual Quotient (SQ) of employees and their Feeling of Oneness and investigate further whether there is any significant relationship between Feeling of Oneness of employees and their job satisfaction. In addition to these direct relationships, indirect relationship of Spiritual Quotient (SQ) of employees with their job satisfaction through mediating role of Feeling of Oneness has also been studied. The study intended to explore the use of spirituality for ensuring quality inter-personal relationships at work place and enhancing job satisfaction level of employees. Feeling of oneness in context to present research means a sense of unity, association and trustful relationship with other employees of their organisation. Sample of the study consists of 376 employees selected from two leading Indian banks i.e. State Bank of India (a public sector bank) and ICICI (a private sector bank) operating in the state of Punjab in India. Regression Model has been applied on data to study the relationships. The statistical results of present empirical research substantiate that there is significant and positive relationship of spiritual quotient of employees with their feeling of oneness and this feeling of oneness further has a significant and positive relationship with their level of job satisfaction. The results have proved that spirituality is positively and more significantly related with job satisfaction due to mediating role of feeling of oneness otherwise there is positive but weak direct relationship between Spiritual Quotient (SQ) of employees with their job satisfaction. The results have been found significant at 5% level of confidence. On the basis of findings of this study, it is recommended that organisations can use spirituality to ensure quality interpersonal relationships at work place and enhanced level of job satisfaction of employees.

KEYWORDS: Feeling of Oneness, Job Satisfaction and Spiritual Quotient

1. INTRODUCTION

It is beyond controversy that employees spend major period of their life time at work places where they are supposed to work with people who come from different cultural, economic, educational and religious backgrounds. Workplace is almost a second home for them. An environment comprising cooperation, acceptance, care and concern for others must exist at work places for better inter personal relations and higher productivity (Fry, 2003; Tella et al, 2007). Fry, 2003 is of the opinion that the primary role of a leader is to create a culture, based on altruistic love comprising genuine care, concern and appreciation for your -self and others, otherwise organisations may lose their talented and creative employees to other organisations.

Spirituality can prove instrumental in maintaining harmonious environment at workplace. It is an ability of a

person which enables him/her to understand that there is interconnectedness within the whole universe (Mitroff & Denton, 1999). It reveals that *there is only one breath; all are made of the same clay, the light within all, is the same (SGGS)*. Everything belongs to one creator [Bible, Bhagavad Gita, Sri Guru Granth Sahib (SGGS)]. Therefore one must express empathy, compassion, humility and love towards others (Paul et al. 2015). It is an ability to go beyond body and mind (called spiritual experience) and experience the common vital force operating within all of us. Spirit is the life force that inhabits us when we are alive and breathing (Gracia Zamor, 2003 in Karakas (2009)). The spiritual experience helps human hearts, spirits and souls to grow flourish and reflect humanistic and spiritual values (Karakas 2009). Vaillant (2008) supports this and states that Spirituality is not about ideas, sacred texts and theology but it is all about emotions and social connection. It is closely connected to eight positive emotions of awe, love, trust, compassion, gratitude, forgiveness, joy and hope which help us to come out of the ego cage of “I” and “mine”.

Core of spirituality is transformation. Vaughan (2002) considers that spiritual intelligence opens the heart, illuminates the mind, inspires the soul and connects the individual human psyche to the underlying ground of being. He is of the opinion that SI leads to Spiritual maturity which is expressed through wisdom and compassionate action in the world. Wigglesworth (2004) completely agrees with Vaughan (2002) and affirms that spiritual intelligence (SI) as the ability to act with wisdom and compassion while maintaining inner and outer peace regardless of the circumstances. She asserts that SQ leads to development of twenty one skills which relate to self- awareness, universal awareness, self-mastery and social mastery.

The spiritual transformation results into profound life changes in relation to goals, feelings, attitudes and behaviours (Emmons & Paloutzian, 2003).It brings dramatic change in self -identity and life meaning. The higher level of SQ (Spiritual Quotient) results into a higher level of emotional quotient (EQ) in a person which allows him/ her to understand his/her own as well as other people’s emotions and thus helps in expressing more compassionate behaviour towards others (Zohar & Marshal, 2000; Griffiths, 2011; Wigglesworth, 2004).

Quality inter personal relations at work place are one of the important determinants of job satisfaction and as discussed above, spirituality is helpful in building high quality inter-personal relationships which can further lead to low labor turnover, reduced stress & conflicts, low absenteeism, improved quality of life, work performance and higher satisfaction (Kumar and Neck, 2002 ; Mitroff & Denton,1999).

1.1 Rationale of the Study

Literature supports that spirituality leads to compassionate and caring attitude towards others. It increases understanding regarding our own selves and unfolds reality that we all belong to one creator [Sri Guru Granth Sahib (SGGS)]. As we all belong to one creator, hence the whole universe is a big universal family (Rig Veda). Being connected to one creator/father, we must accept and respect others a part of greater world (Paul et al. 2015). Spirituality may help employees in adopting a behavior which enables them to create a good fit with others may be superiors, subordinates, colleagues or clients. This good fit with others may results into higher team results and realization of targeted goals and all this may result into higher level of job satisfaction too.

All the above given assertions have led to the hypotheses given below.

H1: There is significant relationship between Spiritual Quotient of employees and their level of feeling of oneness with other employees of the organisation.

H2: There is significant relationship between feeling of oneness of employees and their job satisfaction

H3: There is significant direct relationship between Spiritual Quotient of employees and their job satisfaction.

H4: There is significant relationship between Spiritual Quotient of employees and their job satisfaction through mediating effect of feeling of oneness of employees

2. KEY TERMS

2.1 Spiritual Quotient

While reviewing the literature it has been found that the terms spiritual intelligence, spiritual quotient and spirituality have been used interchangeably by the researchers. Common feature found in all these three terms is spirit i.e. the non- physical existence in the physical body.

The term spirit is that part of a person that consists of one's character & feelings rather than one's body, often believed to survive after one's body is dead and the term spiritual means relating to or affecting the human spirit or soul as opposed to material or physical things (Oxford Dictionary). This study has also used the terms Spiritual Intelligence (SI), Spiritual Quotient (SQ) and Spirituality as synonymous terms.

The operational definition of Spiritual Quotient (SQ) is that it is a measure of level of understanding of a person about the ultimate reality behind life and death, self (physical and non- physical), the universe and meaning & purpose of life in the same way as Intelligence Quotient (IQ) is a measure of one's level of mathematical, linguistic, analytical, reasoning abilities & skills. It enables a person to realise the non -physical self which is beyond physical body, mind and breath.

Zohar & Ian Marshal, 2000, have defined Spiritual Quotient (SQ) as the intelligence that rests in that deep part of the self and is connected to wisdom beyond ego, or conscious mind. It allows human beings to be creative, to change the rules and to alter situations. It provides people with the potential for further growth and transformation for enhanced human potential.

Griffiths (2011), states that spiritual quotient relates to values and meaning in life and replaces ego with soul, both for personal identification and governing of PQ, IQ and EQ. Zohar & Marshal (2000), consider Spiritual Intelligence (SI) as ultimate intelligence which integrates all our intelligences and makes us fully intellectual, emotional, and spiritual creatures that we are.

Spiritual Intelligence refers to adaptive use of spiritual information to facilitate everyday problem solving and goal attainment, is asserted by Emmons (2000).

Emmons (2000), Vaughan (2002), King (2008), and Griffiths (2011) consider spirit/soul/non- physical existence as integral and most important part of human personality and to them spirituality/ Spiritual Intelligence (SI) is primarily concerned with the awareness and experience of this part by human beings. King (2008) defines SI as the set of mental capacities based on transcendental aspect of reality. He says that it helps in recognising the non- material aspects of one's existence which leads to deep existential reflection, enhancement of meaning, recognition of transcendent self and mastery of spiritual states.

Keeping in view the assertions and claims of different thinkers and researchers about the term spirituality and the

operational definition of SQ in the present study, the Spiritual Intelligence Self Report Inventory (SISRI-24), developed by David B king, has been used to measure spiritual quotient of employees. It has been selected because it measures almost all the aspects of spirituality. David B king believes that spiritual intelligence relates to four areas: Critical Existential Thinking (CET), Personal Meaning Production (PMP), Transcendental Awareness (TA) and Conscious State Expansion (CSE).

One's level of awareness about these four areas, called components of spirituality, will determine one's level of Spiritual quotient (SQ).

Indicators of Spirituality

2.1.2 Critical Existential Thinking (CET)

CET refers to ability or skill of a person to understand clearly the reality behind existential issues like life, death, universe, time, space, consciousness and other similar issues.

2.1.3 Personal Meaning Production (PMP)

PMP is defined as the ability to understand one's reason of existence.

2.1.4 Transcendental Awareness (TA)

TA is defined as relating to a spiritual or nonphysical realm (Oxford Advanced Learner's Dictionary). It refers to experience of non- physical self beyond body, mind and breath.

2.1.5 Conscious State Expansion (CSE)

It is beyond ego/ physical body experience. It is defined as the ability to enter and exit higher/spiritual states of consciousness e.g. pure consciousness at one's own discretion (David B. King).

2.2 Feeling of Oneness

Feeling of oneness in context to the present research means a sense of unity, association and trustful relationship with other human beings. It refers to a deep level of understanding that we may look different from one another on the basis of our physical outlook, culture, language and religion but the energy (meta physical) operating through all of us is the same (Sri Guru Granth Sahib(SGGS); Bhagavad Gita; Rig Veda). This energy belongs to one source/ creator. This will be more clear from the example, that electrical gadgets like air conditioner, bulb, heater and television etc. are different in appearance as well as their output but these operate with the help of common energy i.e. electricity. The ultimate power (the Meta physical energy) which makes our body and mind functional belongs to one source. So the feeling of oneness must prevail at work places. An environment of cooperation, acceptance, care and concern for others is a genuine need of employees at work places (Fry, 2003; Tella et al, 2007). Answer for ensuring unity at work place lies in altruism. Altruism is the crux of universal brotherhood. It refers to selfless feeling of cooperation. Wong, (2003) has confirmed that spiritual values such as altruistic love, care, affection and a sense of purpose and meaning of life result into better relations and higher organisational outcomes.

2.2.1 Indicators of Feeling of Oneness

Four sub scales used for measuring feeling of oneness are: feeling of one creator for the whole universe, well-being of all, appreciation and acceptance for others and forgiveness. The sub scales are based upon scriptures from leading

religions and recommendations of various researches in the area of spirituality.

2.3 Job Satisfaction - Meaning and Indicators

Job satisfaction is a psychological phenomenon and tells about one's feelings about work and various aspects relating to work (Locke 1976; Srivastava, 1974; Milton, 1951). Hoppock (1935) who popularised the concept of job satisfaction states that it refers to any combination of psychological and environmental circumstances that cause a person to say truthfully that he is satisfied with his job. In his views, job satisfaction is an outcome of both internal (psychological) as well as external factors (environmental circumstances). Lewin (1951) also supports the view and asserts that there is always an interaction between person and the work environment which leads to a particular behaviour and when workers perceive positive about work environment, they generally demonstrate a positive behaviour at workplace. Job satisfaction depends largely, upon, how one perceives about work and environment at work place. Positive evaluation of work and environment in which it is performed refers to job satisfaction and negative to job dissatisfaction (Locke 1976; Srivastava, 1974). Varoom (1964) believes that perception and attitude of employees towards work and work environment play a significant role in job satisfaction.

It is significantly related to positive organisational outcomes like higher productivity, loyalty, commitment, low absenteeism, low employee turnover, higher profits and higher organisational efficiency [Chun 2009; Chen and Silverthorne 2005; Wang 2007; Zeffane et al 2008; Hanan 2008; Westover et al. 2010; Biswas and Verma 2011].

Various theories of job satisfaction have given more clarity about the aspects and variables which must be taken care of by managements while ensuring job satisfaction to employees. The important theories of job satisfaction are: Maturity Immaturity Theory (Argyris1953), Need Hierarchy Theory (Maslow1954); Dual Factor Theory (Herzberg 1959); Equity Theory (Admn 1963); Expectancy Theory (Varoom 1964);, ERG Theory (Alderfer 1972); Motivation Model (Porter and Lawler); Theory X and Theory Y (McGregor)

2.3.1 Indicators of Job Satisfaction

The important indicators of job satisfaction used in this study are: Social Status, salary and allowances, training and development opportunities, job and social circle, role of supervisors, co-workers, facilities like medical care, housing, travelling, job and development of desirable habits and attitudes, quality of life, democratic functioning, comparative rating of the job, working conditions at work place, job and contribution towards nation, nature of job or task identity, communication, autonomy, promotion and increased responsibility.

3. OBJECTIVES OF THE STUDY

The objectives of the present research are:

- To explore empirically the relationship between spiritual quotient of employees and their feelings of oneness
- To explore empirically the relationship between feeling of oneness of employees with their job satisfaction.
- To explore empirically the relationship between spiritual quotient of employees and their job satisfaction (direct relationship).
- To explore empirically the relationship between spiritual quotient of employees and their job satisfaction through mediation of feeling of oneness (indirect relationship).

4. RESEARCH METHODOLOGY

4.1 Sample

Relevant information, has been collected from three hundred seventy six (N=376) employees working in two leading Indian banks i.e. State Bank of India (a public sector) and ICICI (a private sector) in the state of Punjab. The multi stage purposive sampling technique has been followed for data collection. To make study representative of Punjab, data has been collected from three important cities of Punjab i.e. Ludhiana, Jalandhar and Amritsar. The sample includes officers, non- officers, males and females belonging to different age groups. The sample is free from every kind of bias.

4.2 Measurement of Variables

Three separate scales- Job Satisfaction Scale (JSS), Spiritual Intelligence Self Report Inventory (SISRI-24) and Oneness Scale merged in one questionnaire have been used to measure three variables involved in the study. The questionnaire was divided into four parts. First part was designed to collect demographics of respondents (11 items), second to collect responses on job satisfaction (30 items), third for responses on spiritual quotient (24 items) and fourth on feeling of oneness (7 items).

4.2.1 Reliability and Validity of Instruments Used

Cronbach's Alpha for Job Satisfaction Scale is .896, for Spiritual Quotient Scale is .896 and Feeling of Oneness Scale is .855 All these values are found above than the recommended value of 0.70 which is considered sufficient for research (Nunnally, 1978) and the Composite reliability score of all the three scales is 0.768 which is beyond the bench mark of 0.7 (Fornell and Larcker, 1981). The correlation matrix of the three constructs has shown that values of coefficient of correlation among all independent constructs are below .479 which is far less than the maximum value recommended by Olkin i.e. 0.80.

4.3 Statistical Tools Applied

Regression Model and correlation analysis have been applied to realise objectives of the present study.

5. DATA ANALYSIS

5.1 Demographics of the Respondents

Table 1 shows that out of total participants (N=376), 58.77% are from SBI (Public Sector bank) and 41.23% from ICICI (Private Sector bank). 67.55% are from male category 32.45% and from female. 64.09% participants are married and 35.91% unmarried. 67.28% respondents are officers and 32.72% are from non-officer category. 47.61% of respondents belongs to joint family and 52.39% to nuclear family style of living. 46.54% of respondents are graduates, 41.76% are above graduation and 11.70% are below graduation. 56.11% of respondents are with less than 10 years of experience, 11.70% with 10-20 years of experience and 32.19% had experience of above 20 years. Data discloses that out of total participants, 67.55% belonged to Hindu religion, 30.30% belonged to Sikh religion, 0.55% Islam, 6 other religions 1.60% like Jainism and Buddhism but none to Christianity (0.00%).

5.2 Relationship between Spiritual Quotient of Employees and Their Feeling of Oneness with Others

The positive value of coefficient of correlation $r=.439$, Beta Coefficient 0.143, insignificant t- value 9.444 and significance value 0.000 found for Spiritual Quotient as predictor variable and feeling of oneness as dependent variable

indicate that relationship between the variables is not only positive but highly significant that too at both levels of significance i.e. 0.01 and 0.05 level of significance. The value of $R^2=0.193$, explains that, 19.3% variation in the feeling of oneness, is explained by Spiritual Quotient (SQ) only (refer Table 2).

Hence, Hypothesis one (H1) that the Spiritual Quotient of employees is significantly related with their feeling of oneness is accepted.

5.3 Relationship between Feeling of Oneness of Employees and Their Job Satisfaction

The positive value of coefficient of correlation $r=0.479$ between feeling of oneness and job satisfaction, the value of Beta Coefficient 1.544, and t- value 10.541 shown in Table 4 indicate that there is positive and significant relationship between these two variables. The relationship is found to be significant at both levels of significance i.e. 0.01 and 0.05 level of significance (refer Table 4). The value of coefficient of determination (R^2) =0.229, explains that 22.9% variation in the job satisfaction, is explained by feeling of oneness (refer Table 3).

Hence, Hypothesis two (H2) that the feeling of oneness of employees is significantly related with their job satisfaction is accepted.

5.4 Relationship between Spiritual Quotient and Job Satisfaction of Employees (Direct Relationship)

Statistics $r=0.363$ and value of Beta Coefficient 0.382 reveal that there is positive but weak relationship between Spiritual Quotient and job satisfaction of employees. But t value 7.530 signifies that relationship between variables is significant at 0.05 level of significance (refer Table 4). The value of coefficient of determination (R^2) =0.132 explains that 13.2% variation in the job satisfaction, is explained by Spiritual Quotient only (refer Table 4).

Hence, Hypothesis three (H3) that the Spiritual Quotient of employees is significantly related with their job satisfaction is accepted.

5.5 Relationship between Spiritual Quotient (Predictor Variable) and Job Satisfaction through Mediating Effect of Feeling of Oneness of Employees (Indirect Relationship)

While observing the joint impact of predictor variable i.e. Spiritual Quotient and mediating variable i.e. feeling of oneness of employees on their job satisfaction (dependent), it has been found through multiple regression that feeling of oneness of employees has more significant mediating effect on job satisfaction of employees in comparison to effect of Spiritual Quotient as predictor variable. For proving mediating effect of a variable, the values of beta coefficient for predictor variable in its direct and indirect relationship with dependent variable are observed. If value of beta coefficient for predictor variable is significantly reduced in indirect relationship where mediating variable is also included (predictor variable- mediating variables- dependent variable) in comparison to what it was in direct path i.e. relationship between predictor variable and dependent variable only, there is clear evidence of significant effect of mediating variables on dependent variable. It proves that predictor variable has weak direct relationship with dependent variable but significant through mediator. The value of beta coefficient, for predictor variable i.e. Spiritual Quotient in direct path was 0.382 and in indirect path it was reduced to 0.199 only. Whereas the value of beta coefficient for mediating variable i.e. feeling of oneness of employees is 1.216 which explains that for every unit change in feeling of oneness of employees(mediating variable) there will be positive and greater change (1.216) in dependent variable i.e. job satisfaction. Hence it is proved that spirituality can be used for enhancing job satisfaction because it significantly affects feeling of oneness of employees and

feeling of oneness of employees significantly effects job satisfaction through mediating effect (refer Table 4).

Hence, Hypothesis four (H4) that there is significant relationship between Spiritual Quotient of employees and their job satisfaction through mediating effect of feeling of oneness of employees is accepted.

6. FINDINGS AND CONCLUSIONS

The results support that there is significant and positive relationship between spiritual quotient of employees and their feeling of oneness. Spirituality can be considered as predictor of feeling of oneness in the employees because it alone contributes 19.3% variation in the feeling of oneness. There can be other numerous factors leading to feeling of oneness of employees but the effect of those has not been analysed as study of those did not fall within the scope of present research. The findings of this study show an agreement, with the previous researches made by Mitroff & Denton, 1999; Vaghan, 2002 and Paul et al., 2015 that spirituality is instrumental in generating feelings of connectedness, acceptance and appreciation for other's potential.

The findings of this research support that there is significant and positive relationship between level of feeling of oneness of employees and their level of job satisfaction. The results prove that out of total variation in job satisfaction, 22.9% variation is explained by feeling of oneness alone. Hence feeling of oneness can be considered as a predictor of job satisfaction. The effect of other factors leading to job satisfaction of employees, have been ignored being beyond the scope of present study.

The results of present research have proved that there is positive but weak direct relationship between Spiritual Quotient and job satisfaction of employees whereas there is positive and highly significant indirect relationship between Spiritual Quotient and job satisfaction of employees through mediation of feeling of oneness of employees.

7. FUTURE IMPLICATIONS

The present research findings can be applied by all the organizations across the world. Spirituality can transform human beings across the religions and geographical situations with no exceptions. It is subject to "know thy self." and is purely internal, experiential and independent of religion. The findings support that spirituality helps employees to accept others beyond their physical identity and adopt a harmless and cooperative attitude at work place. As spirituality spreads message of oneness hence it can be introduced at work places safely. Organisations should give weightage to high level of SQ while recruiting new employees and organise spiritual trainings at regular intervals for existing employees in order to raise their level of SQ. All this will help in addressing major challenges at work places like organisational conflicts, low trust & commitment, low job satisfaction level, coping with diverse cultures, respect for female employees, handling stressful situations, accepting people beyond their caste, colour & creed and performing international assignments successfully.

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APPENDICES

Table 1: Demographics of Respondents

Characteristics	Frequency	Percentage (%)	Characteristics	Frequency	Percentage (%)
Type of Bank			Graduation	175	46.54
Public	231	61.44	Above Graduation	157	41.76
Private	145	38.56	Work Experience		
Gender			Below 10 years	211	56.11
Male	254	67.55	10-20 years	44	11.70
Female	122	32.45	Above 20 years	121	32.19
Marital Status			Salary per Month		
Married	241	64.09	Below 30000	160	42.55
Unmarried	135	35.91	30000-50000	114	30.30
Post held			50000-80000	75	19.95
Officer	253	67.28	Above 80000	27	7.20
Non officer	121	32.72	Religion		
Type of family			Sikh	114	30.30
Nuclear	197	52.39	Hindu	254	67.55
Joint	179	47.61	Muslim	02	.55
Educational Qualification			Christian	0.00	0.00
Below Graduation	44	11.70	Any other	06	1.60

N=376

Table 2 Summary of Regression Analysis on Impact of Spiritual Quotient of Employees on Their Feeling of Oneness

Value of Beta Coefficient	t-Value	Sig.%	R	R Square	Adjusted R Square
.143	9.444	0.000	.439	.193	.190

N=376

Independent variable: Spiritual Quotient

Dependent variable: Feeling of oneness

Table 3: Summary of Regression Analysis on Impact of Feeling of Oneness on Job Satisfaction of Employees

Value of Beta Coefficient	t-Value	Sig.%	R	R Square	Adjusted R Square
1.544	10.541	0.000	.479	.229	.227

(N=376)

Independent variable: Feeling of oneness

Dependent variable: Job satisfaction

Table 4: Summary of Regression Analysis Showing Results on Relationship of Spiritual Quotient of Employees with Their Job Satisfaction (Direct Relationship)

R	R Square	Adjusted R Square	Value of Beta Coefficient	t Value	Sig.
.363	.132	.129	.382	7.530	.000

N=376

Predictor: Spiritual Quotient

Dependent variable: Job Satisfaction

Table 5: Relationship between Spiritual Quotient (SQ) (Predictor Variable) and Job Satisfaction through Mediating Effect of Feeling of Oneness (FOO) of Employees (Indirect Relationship)

No. of Emp.	R	R ²	Adj . R ²	R2 Change	Beta Co eff.		F- Value	Sig.	Durbin - Watson Value	Co linearity Stat.			
					SQ	FOO				VIF		Condition Index	
										SQ	FOO	SQ	FOO
376	0.508	0.258	0.254	0.258	.199	1.276	64.840	0.000	1.650	1.238	1.238	12.037	13.208

SQ - Spiritual Quotient (predictor variable)

FOO - Feeling of Oneness (mediator variable)

JS - Job Satisfaction (dependent variable)