

Spiritual Intelligence and Employee Engagement among Police personnel

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Objective: The present study attempted to explore the relationship between two emerging concepts spiritual intelligence and employee engagement. Work engagement is often linked to the key success and competitiveness of an organization or profession (Gruman & Saks, 2011). Workers with high work engagement will be more energetic, giving a positive impact on cognitive and absorptive aspects and effective interaction with routine tasks. Spiritual intelligence assists in healing and developing themselves in a more holistic manner (Zohar & Marshall, 2000). It is an essential skill required in police personnel for success in their profession at the same time make them personality fit. It motivates researchers to know the relationships between spiritual intelligence and work engagement. **Method:** There were 60 police officers drawn from the Varanasi district. Integrated Spirituality Intelligence Scale (Amram. Y & Dryer D. C.; 2008) and Utrecht Work Engagement Scale (Schaufeli. W.B. & Bakkar. A.B. 2006) were used to collect the data. **Results:** The findings of the study show a positive significant correlation among components of spiritual intelligence and work engagement. **Conclusion:** Findings of the present study emphasize to give attention to the spirituality of police personnel so that they will cope with the demands of their profession and make them better professional..

Keywords: Work engagement, spiritual intelligence, health and police personal

Policing is a very demanding and threatening job. Their work environment involves repeatedly dealing with death, serious injury, crime, corruption, the need to be constantly alert whether on or off duty many more challenging work situations. The nature of policing and its struggle for good but not being recognized valuable part of the community can fill them with negativity. At a fundamental level, these challenges demand to have a strategy that can reduce the negative effect of these challenges, Enhancing the spiritual component in an individual can be one of these strategies. Spiritual intelligence can give them the ability to handle these professional challenges while behaving in, a calm and quiet manner in the inverse situations. This is an important but often unrecognized aspect of policing. A review of the literature shows that occupational stress, the physical and mental health of police officers are well studied by researchers but very few studies are there which explores the importance of spiritual component in understanding the behavior of police personnel. Another aspect is that Spiritual Intelligence is an important element

in the development of a person's soft skills and a complementary part of intelligence to humans (Khorshidi & Ebbadi, 2012), it is an essential skill required in police officers.

Every organization is always putting effort to ensure that their employees are in their precise roles and cognitively, emotionally, and behaviorally invested in their job. In other words, organizations are trying to build an engaged workforce, as the engaged employee's exquisite effort and energy can help the organization achieve excellence and prosperity. Researchers have shown that at the organizational level engagement claimed to increase productivity, profits, and customer satisfaction (Harter, Schmidt and Hayes, 2002; Macey & Schneider, 2008; Gruman & Saks, 2011; Macey et. Al, 2009); while at the personal level it claimed to make employees happier, more satisfied and more fulfilled and employees want to remain in an organization (Harter, Schmidt and Hayes, 2002). An engaged employee feels positive emotion towards their work, considers their workload to be manageable and has hope about the future of their work and finds a sense of

meaning and purpose in life and work. Spiritual intelligence assists an individual in healing and developing themselves in a more holistic manner (Zohar & Marshal, 2000). It gave a sound reason to explore to what extent the spiritual orientation of police, helps to engage them in their professional challenging job or not.

Spiritual intelligence -Spiritual intelligence (SI) combines the constructs of spirituality and intelligence into a new construct. Spirituality refers to the search for, and the experience of elements of the sacred, meaning, higher-consciousness, and transcendence, whereas, spiritual intelligence entails the abilities that draw on such spiritual themes to predict functioning and adaptation and to produce valuable products or outcomes (Emmons, 1999). King D. B (2008) proposed that spiritual intelligence denotes a set of adaptive mental capacities that are based on nonmaterial and transcendence aspects of reality, specifically those which are related to the nature of one's existence, personal meaning, transcendence, and expanded state of consciousness. Spiritual intelligence has four components- critical existential thinking, personal meaning production, transcendence awareness, conscious state expansion. Amran and Dryer (2008) explained spiritual intelligence as a set of abilities people use to apply, manifest, and embody spiritual recourses, values, and qualities in ways that enhance daily functioning and well-being. They explain Spiritual Intelligence by five broad domains- Consciousness, Grace, Meaning, Transcendences, and Truth.

Employee engagement - Work engagement is a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption. Rather than a momentary and specific state, engagement refers to a more persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual, or behavior. Kahn (1990) was the first academic researcher to use the term Employee engagement, he proposed that personal engagement occurs when people bring in or leave out their personal selves during work role performances. These behaviors are defined by the extent to which people employ physical, cognitive, and emotional degrees of themselves during work-role performances.

Schaufeli, Salanova, Gonzalez-Roma, and Bakker (2002) used the term engagement as a distinct concept defined as a positive, fulfilling work-related state of mind that is characterized by vigor, dedication, and absorption. Swathe (2013) defined engagement as willingness or enthusiasm that the employee holds to spend optional effort towards the job. It is the positive feeling that employees have towards their jobs and also the motivation and effort they put into it.

Review of literature – In the field of positive psychology, spiritual intelligence is a new construct that has raised the researcher's interest. They studied spiritual intelligence with different populations to explain human behavior and clarify the importance of spiritual intelligence. In the initial study, Zohar and Marshall (2000) in their research proved that people who have high spiritual intelligence, showed intellectual and correct behavior while people who have low spiritual intelligence, showed problematic behavior. The individuals who have high spiritual intelligence are more satisfied with their job and showed higher performance. Emmons (2002) stated that spiritually intelligent people encompass the ability to resolve problems by utilizing spiritual resources.

Previous literature shows that researchers have studied spiritual intelligence with the different populations (adolescent, elders, teachers, doctors, etc.) and with different variables such as satisfaction, performance health, etc. In a review article Vas (2017) mentioned the importance of spiritual intelligence and its importance in work engagement. He stated that spiritual intelligence is a secret key to employee engagement which helps them to enlighten and guide future workplace reform and policies that bring about positive results to an organization. These two variables are studied with various populations nursing, teachers, bank employees, etc. Despite this very few empirical studies have been conducted on police officers to study these two variables. Jaaffar, Baker, and Ibrahim (2017) conducted a study on police officers, finding of the study indicate a positive relationship between three constructs of spiritual intelligence including transcendental awareness, personal meaning-making, critical

existential thinking, and work engagement, but no significant relationship with conscious state expansion.

On the nursing population, across-sectional-analytic study was conducted by Torabi and Javadi (2013) and found that there is a significant link between three dimensions of spiritual intelligence (personal meaning production, conscious state expansion, critical existential thinking) and work engagement while there is no significant relation between transcendental awareness and work engagement.

A literature search also shows employee engagement is studied with spirituality in different populations Saloni Devi (2016) studied two leading private banks (ICICI Bank and HDFC bank). From the statistical findings, it has been found that spirituality has a significantly positive impact on employee engagement. In a cross-sectional study by, Roof (2014) it was found that empirical support for relationships between individual spirituality and engagement, vigor, and dedication but not for the engagement dimension of absorption. Forghani et. al (2014) studied University staff and findings show a positive correlation between these two variables.

Employee engagement and spiritual intelligence both have been emergent empirical work (Roof, 2014). The present study attempted, to clarify the importance of spiritual intelligence in work engagement among police officers.

Hypothesis:

- H1: There would be a Positive relationship between spiritual intelligence and employee engagement.
- H2: There would be a significant contribution of Spiritual intelligence on dimensions of employee engagement -vigor, dedication, and absorption.

Method

Sample:

The selection of the sample was based on the purposive sampling technique. The sample was drawn from the Varanasi district of eastern Uttar Pradesh. There were 60 police officers included in this research. Age range of the respondent were 28 to 45.

Tools:

1. *Integrated spiritual intelligence scale – ISIS* was originally developed by Yosi Amram and D. Christopher Dryer in 2008. The short form of the scale consists of 45 items, which assess SI by five dimensions – consciousness, grace, meaning, transcendence and truth. Convergent and discriminant validity was computed for the Integrated spiritual intelligence scale and the Internal consistency of the Integrated spiritual intelligence scale was high; Cronbach's Alpha = .97.

2. *Work Engagement scale:* WES was developed by Wilmar Schaufeli & Arnold Bakker in 2004. A short form of the scale (9 items) was used in the study which measures engagement by vigor, dedication, and absorption. The UWES -9 has good construct validity and structural equation modeling showed high-rank order stabilities for the work engagement factors (between 0.82 and 0.86).

Results

Pearson's Product Moment Correlations were used to assess the relationship between the studied variables. Further, Stepwise regression analyses were conducted to test the contribution of spiritual intelligence in employee engagement.

Result table 1 shows that positive significant correlation among spiritual intelligence and employee engagement ($r=0.484$, $p<0.01$). Dimensions of SI: -consciousness, meaning, grace, transcendence and truth and dimensions of EE: vigor, dedication, absorption. Result further shows consciousness has positively significantly correlated with dedication ($r=0.311$, $p<0.05$), absorption ($r=0.422$, $p<0.01$). Meaning is positively significantly correlated with absorption ($r=0.275$, $p<0.05$). Grace which is positively significantly correlated with vigor ($r=0.285$, $p<0.05$), dedication ($r=0.305$, $p<0.05$) and absorption ($r=0.271$, $p<0.05$). Transcendence is positively significantly correlated with dedication ($r=0.312$, $p<0.05$) and absorption ($r=0.393$, $p<0.01$). Truth is positively significantly correlated with vigor ($r=0.416$, $p<0.01$), dedication ($r=0.445$, $p<0.01$) and absorption ($r=0.371$, $p<0.01$).

Table:1 Correlation between Spiritual intelligence and Employee engagement

Dimension	Vigor	Dedication	Absorption	Employee engagement
Consciousness	0.206	0.311*	0.422**	0.358**
Meaning	0.185	0.177	0.275*	0.245
Grace	0.285*	0.305*	0.271*	0.322**
Transcendence	0.202	0.312*	0.393**	0.347**
Truth	0.416**	0.445**	0.371**	0.477**
Spiritual intelligence	0.355**	0.439**	0.464**	0.484**

** Significant at 0.01 level, * significant at 0.05 level

Table-2 (a) Step wise Regression Analysis

(a)Vigor as a criterion:

Predictor	Step 1 (β)
Truth	.402
R	.402
R square	.162
Adjusted R square	.147
F change	11.20 **

** significant at 0.01 level, * significant at 0.05 level

Regression model table 2(a) shows that the sub-dimension of spiritual intelligence - the truth is a predictor of Vigor (employee engagement). The standardized beta (β) for truth was (β= .402, p<.01) it confirmed the hypothesized relation between spiritual intelligence and employee engagement. R-square indicated that the single dimension of spiritual intelligence truth accounts for 40.2 % of vigor. Significant F –value =11.20 also confirmed this relation.

Table- 2(b) Absorption as a criterion

Predictor	Step 1 (β)
Consciousness	.422
R	.422
R square	.178
Adjusted R square	.164
F change	12.569**

** significant at 0.01 level, * significant at 0.05 level

Table 2(b) indicates that consciousness is a predictor of absorption (employee engagement). The standardized beta (β) for consciousness was (β= .422, p<.01). R-square value was showing a 17.8 % contribution of consciousness in absorption. F –value =12.569 (p<.01) also confirmed the significant contribution of consciousness in employee engagement.

Table-2 (c) Dedication as a criterion

Predictor	Step1(β)	Step 2 (β)
Truth	0.429	0.384
Consciousness		.239
R	.429	.489
R square	.184	.239
Adjusted R square	.170	.212
F change	13.063**	4.118**

** significant at 0.01 level, * significant at 0.05 level

Regression result (table-2,c) further shows two-component of spiritual intelligence – truth (β= .384, p<.01) and consciousness (β= .239, p<.01) were found to be significantly contribute to the third dimension of employee engagement is dedication. Truth is the major predictor of dedication. Out of seven dimensions of spiritual intelligence truth and consciousness werethe two-component accounts for 23.9% variance of dedication.

Discussion

The present study attempted to clarify the importance of spiritual intelligence in work

engagement among police officers. The result suggested a significant positive correlation between spiritual intelligence and employee engagement. Previous researchers support the result which suggested that spiritual intelligence is an important factor for the police officer in increasing their work engagement and subsequently increasing the loyalty of the police officers to their contingent (Jaaffar, Baker, and Ibrahim, 2017). Out of the seven dimensions of spiritual intelligence truth and consciousness are two dimensions that show significant contribution to employee engagement. Vas (2017) mentioned spiritually intelligent employees are well engaged with their workplace. Spiritual intelligence equips us to look at and solve the problems of meaning and value and then we begin to direct our thoughts, actions and with spiritual intelligence, we can distinguish more clearly the right from the wrong.

Police officers who are continually facing challenges and working in negative situations might be required a high level of vigor (high level of energy while working, willingness to invest effort in work, and persistence in the face of difficulty) in them to face these challenges. And from the result, it was found that truth plays an important role to make them vigor for work. Yosi and Drayer (2008) state truth means living in open acceptance, curiosity, and love for all creation. We are all well aware that police officers are working in very negative and shadow situations and their work involves public handling also. Where their ability to forgive, embrace, love, open heart and mind enhance passion and vigor in them.

The result further shows consciousness plays important role in absorptions in work among police personnel. Knowing self and living consciously with clear intention and mindfulness leads to absorption for work among police personnel. They were using various states of consciousness such as meditation, prayer, silence, intuition, etc., and refined their spiritual qualities for absorption in work. And even working in challenging and negative working conditions they are happily engrossed in their work. The result again suggested openness, acceptance (truth) mindfulness, meditation, prayer, silence strengthen their ability and enhance their dedication to work.

In conclusion, it was found that to cope with the inherently challenging working condition these spiritual abilities or qualities are helpful for police personnel to happily engage in their work, showing enthusiasm, inspiration, pride, a challenge even they also show absorption in their job. The professional demands of policing are no doubt properly handled by the persons having high spiritually intelligent and also engaged them in work. The major limitation of the study is that it was conducted with a limited number of police personnel due to time constrain. And it is suggested to the empirical study of these variables with the police personnel with large. Maybe with a large sample, this relation will be more strongly explained.

Implication:

The finding of this work was found that spiritual intelligence plays an important role to engage the police personnel in their professional life. Spiritual intelligence is an important personnel ability that enables an individual to maintain both inner and outer peace and with the help of spiritual intelligence, one can fight with the problems of a good and bad situation, life and death, and also solve the problems of self and others. Most of the work police personnel have involves dealing with strong emotions and stressful situations. Therefore it is recommended to focus on some programs for enhancing their spiritual abilities.

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