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## Research Article

### THE RELATIONSHIP BETWEEN CULTURAL INTELLIGENCE, SPIRITUAL INTELLIGENCE, AND SOCIAL INTELLIGENCE WITH JOB SATISFACTION IN EMPLOYEES OF SOCIAL SECURITY ORGANIZATION OF GORGAN, IRAN

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#### ABSTRACT

The present study aimed at determination of the relationship between cultural intelligence, spiritual intelligence, and social intelligence with job satisfaction in employees of social security organization of Gorgan, Iran. It was a descriptive and correlational study. Statistical population consisted of all employees of Social Security Organization in Gorgan in 2014 (100 persons). Eighty people were selected as the study sample through stratified sampling (branches) based on Krejcie and Morgan's table. Data collection was performed by using Brayfield and Rothe's Index of Job Satisfaction (1951), Van Dyne and Ang's Cultural Intelligence Scale (CQS) (2006), Abdollahzadeh *et al.*'s Spiritual Intelligence Scale (2009), and Thet's Social Intelligence Scale (2008). Validity and reliability of the questionnaires were confirmed by experts' viewpoints and Cronbach's Alpha, respectively; the Cronbach's Alpha values for the above-mentioned scales were 0.89, 0.85, 0.87, and 0.80, respectively. Data analysis was performed via descriptive (frequency, percentage, mean, standard deviation) and inferential (one-sample t-test and Pearson's Correlation Coefficient) in SPSS (version 22). The results obtained from the present study revealed that cultural intelligence, spiritual intelligence, social intelligence, and job satisfaction of the employees are more than average. Also, the results indicated that there are significant correlations between cultural intelligence, spiritual intelligence, and social intelligence with job satisfaction of the employees.

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## INTRODUCTION

In the last years of twentieth century, psychologists found new dimensions of human intelligence. There used to be attention only on the issue of intelligence quotient and other dimensions of intelligence such as emotional intelligence, verbal intelligence, social intelligence, spiritual intelligence, and cultural intelligence have been completely neglected. On the other hand, emotions have been always disregarded, which prevented people from behaving emotionally. However, failure of intelligence quotient paved the way for determination of other factors of intelligence in life (Dolatabadi, 2008). As a fundamental characteristic of human being, intelligence has long been considered for its cognitive aspects. Although intelligence was known as a set of aspects such as memory, problem solving, and thought, it is currently defined in terms of some dimensions including emotional, personal, and social capabilities (Wong & Law, 2003).

Many organizations of 21<sup>st</sup> century are multicultural. A product designed in a country might be produced in ten countries and sold in over one hundred countries. This fact has led to highly dynamic relationships in multicultural atmospheres. In this

regard, differences in language, ethnicity, politics, and so on can be manifested as potential sources of conflict; such differences might cause problem in development of suitable work relations when there is no correct understanding (Triandis, 2006). These perceptual complications have led to appearance of a novel concept in cognitive issues, i.e. cultural intelligence. With the current work condition with ever-increasing growth of diversity and globalization, cultural intelligence is considered an important capability for employees, managers, and organizations. It has been indicated that those with high level of cultural intelligence are able to influence greatly on product development. The employees with high level of cultural intelligence are valuable assets of organizations, especially in crises and calamities (Tan, 2004). Cultural intelligence is a personal ability to understand, interpret, and take effective steps in situations with cultural differences (Crowne, 2008). As a matter of fact, organizations with employees who are able to conform to cultural differences in the organization and accept cultural diversities in workplace more effectively, will enjoy more dynamic relationships which leads to higher efficiency (Keikhanejad & Ghannadi, 2013).

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Psychological, neurological, anthropological, and cognitive evidence have indicated that there is also a third type of intelligence called spiritual intelligence. Problem solving can be done by using spiritual intelligence and with regard to importance, meaning, and value of problems. In fact, spiritual intelligence enables us to give meaning and concept to our activities. Then, it is possible to be aware of our performance and evaluate our practice and behavior in order to make a pattern in life (Ahmadi, 2009). Spiritual intelligence combines spirituality and intelligence in a single construct and provides an opportunity for human to be sensitive to corporal and spiritual facts; it also integrates daily activities with feeling, awareness, and spirituality and revives sanctification in human and facilitates confrontation to numinous issues (Emmonz, 2000).

Social intelligence can be regarded as the ability of understanding and controlling emotions and feelings in order to help with mental activities, decision-making, and communications. Social intelligence is in fact the primary skill and talent of human brain reflected in brain cortex. What we usually consider as intelligence is embedded in our nervous system and it is used to perform tasks in a complex group. Social intelligence can be defined as accommodation of mutual relations, unanimity, social cognition, mutual corporation, and compassion (Goleman, 2010).

Job satisfaction is one of the most important factors in occupational success and it leads to higher efficiency and personal satisfaction. Job satisfaction has been defined from various viewpoints. It can be known as an interest in tasks of a given job, in the condition where the job is performed, and in the reward given for that job. The main issue in all discussions on job satisfaction is that an employee is a person with numerous requirements; if this person is to be happy, productive, and effective, he/she should be satisfied with his/her job (Moghimi, 2012).

Iran is a multicultural country with different ethnic groups working in organizations. Members of the organizations should know the culture of other ethnic groups and try to communicate with them. If cultural differences are understood and directed well, they will remain enduring. However, working with people whose values and beliefs are different due to their different language and traditions can bring about misunderstanding and even failure (GhaffariAshtiani, 2006). Employees with emotional, cultural, spiritual, and social skills and talents can solve, or at least minimize, several disorders in social system.

The present study was formulated in order to find out whether there is relationship between cultural intelligence, spiritual intelligence, and social intelligence with job satisfaction in employees of Social Security Organization of Gorgan City in Iran. For this purpose, the following questions were considered:

1. What is the level of cultural intelligence in the employees of Social Security Organization of Gorgan city, Iran?
2. What is the level of spiritual intelligence in the employees of Social Security Organization of Gorgan city, Iran?
3. What is the level of social intelligence in the employees of Social Security Organization of Gorgan city, Iran?

4. What is the level of job satisfaction in the employees of Social Security Organization of Gorgan city, Iran?
5. Is there a relationship between cultural intelligence and job satisfaction in the employees of Social Security Organization of Gorgan city, Iran?
6. Is there a relationship between spiritual intelligence and job satisfaction in the employees of Social Security Organization of Gorgan city, Iran?
7. Is there a relationship between social intelligence and job satisfaction in the employees of Social Security Organization of Gorgan city, Iran?

## METHODOLOGY

The present study is an applied, descriptive, and correlational study. Statistical population consisted of all employees of Social Security Organization in Gorgan in 2014 (100 persons). Sample size was decided according to Krejcie and Morgan's table and 80 people were selected as the study sample through stratified sampling (branches). Each branch was considered a stratification and number of employees in each stratification was decided (Table 1).

**Table 1** Frequency and percentage of the study sample

No.	Branch	Population	Sample	Percentage
1	1	40	32	40
2	2	30	24	30
3	Head office	30	24	30
	<b>Total</b>	100	80	100

Data collection was performed by using Brayfield and Rothe's Index of Job Satisfaction (1951), Van Dyne and Ang's Cultural Intelligence Scale (CQS) (2006), Abdollahzadeh *et al.*'s Spiritual Intelligence Scale (2009), and Thet's Social Intelligence Scale (2008).

Brayfield and Rothe's Index of Job Satisfaction (1951) includes 19 questions with Likert-type scale with five choices: absolutely disagree (1), disagree (2), no idea (3), agree (4), absolutely agree (5). Van Dyne and Ang's Cultural Intelligence Scale (CQS) (2006) consists of 20 questions according to Likert-type scale with seven choices, i.e. absolutely disagree (1), disagree (2), moderately disagree (3), no idea (4), moderately agree (5), agree (6), and absolutely agree (7). Abdollahzadeh *et al.*'s Spiritual Intelligence Scale (2009) is also based upon Likert-type scale but with five choices, i.e. from "it does not apply to me at all" (1) to "it absolutely applies to me" (5). There is no reverse scoring in this scale. Thet's Social Intelligence Scale (2008) includes 45 questions with two answers (i.e. yes or no). the scores range between 0 and 45 where higher score indicate higher level of social intelligence.

Validity and reliability of the questionnaires were confirmed by experts' viewpoints and Cronbach's Alpha, respectively; the Cronbach's Alpha values for the bove-mentioned scales were 0.89, 0.85, 0.87, and 0.80, respectively. Data analysis was performed via descriptive (frequency, percentage, mean, standard deviation) and inferential (one-sample t-test and Pearson's Correlation Coefficient) in SPSS (version 22).

**RESULTS**

Table 2 shows the descriptive information about the participants in the present study. As it can be seen from the table, 69% of the respondents are male and the rest are female. Majority of the respondents range in age between 31 and 40 (51%) and most of them have bachelor degree (63%). Also, most of the respondents have been working in the organization for 11-20 years (53%).

**Table 2** Demographic information about the respondents in the present study

		Frequency	Percentage
<b>Gender</b>	Male	55	68.75
	Female	25	31.25
<b>Age (years old)</b>	≤30	9	11.25
	31-40	41	51.25
	41-50	29	36.25
	≥51	1	1.25
<b>Academic education</b>	High school diploma	2	2.5
	Associate	15	18.75
	Bachelor	50	62.5
	Master	13	16.25
<b>Record of service (years)</b>	≤10	21	26.25
	11-20	42	52.5
	≥21	17	21.25

In order to answer the first four questions, one-sample t-test was adopted. Table 3 summarizes the results obtained from one-sample t-test. Also, in order to answer questions 5, 6, and 7, Pearson’s Correlation Coefficient was used. Table 4 depicts the results obtained from Pearson’s Correlations Coefficient.

**Table 3** The results of one-sample t-tests

	Sample size	Mean	Standard deviation	theoretical mean	Mean difference	t	df	Sig
<b>Cultural intelligence</b>	80	4.71	1.52	4	0.71	4.19	79	0.000
<b>Spiritual intelligence</b>	80	3.57	1.19	3	0.57	4.27	79	0.000
<b>Social intelligence</b>	80	0.58	0.23	0.5	0.08	3.12	79	0.002
<b>Job satisfaction</b>	80	3.26	0.47	3	0.26	5.06	79	0.000

**Table 4** The results of Pearson’s Correlation Coefficient

	Job satisfaction	
	Statistical indices	Calculated values
<b>Cultural intelligence</b>	n	80
	r	0.583
	Sig.	0.000
<b>Spiritual intelligence</b>	n	80
	r	0.737
	Sig.	0.000
<b>Social intelligence</b>	n	80
	r	0.56
	Sig.	0.000

The results showed that there is a significant difference between sample mean and theoretical mean in all of the variables under study ( $p < 0.05$ ) and also because sample mean (4.71, 3.57, 0.58, and 3.26 for cultural intelligence, intellectual intelligence, social intelligence, and job satisfaction, respectively) exceeds theoretical mean (4, 3, 0.5, and 3 for cultural intelligence, intellectual intelligence, social intelligence, and job satisfaction, respectively), it can be claimed that cultural intelligence, intellectual intelligence, social intelligence, and job satisfaction is more than average

and in a good condition in the employees of Social security Organization of Gorgan City, Iran.

Furthermore, the results obtained from Pearson’s Correlation Coefficient revealed that there are significant correlations between cultural intelligence, spiritual intelligence, and social intelligence with job satisfaction (0.583, .737, and 0.56, respectively) in the employees of Social Security Organization of Gorgan City, Iran ( $p < 0.05$ ). In other words, with improvement in cultural intelligence, spiritual intelligence, and social intelligence, job satisfaction in the employees of Social security Organization of Gorgan City also increase significantly ( $p < 0.05$ ). Also, determination of coefficients of determination ( $r^2$ ) showed that cultural intelligence, spiritual intelligence, and social intelligence predict 34% ( $r^2 = 0.34$ ), 54% ( $r^2 = 0.54$ ), and 31% ( $r^2 = 0.31$ ) of job satisfaction in the employees of Social security Organization of Gorgan City, Iran, respectively.

**DISCUSSION AND CONCLUSION**

The results for the first question of the present study showed that cultural intelligence in the employees of Social security Organization of Gorgan City, Iran is more than average and in a suitable condition. Therefore, it can be inferred that the employees are well aware of their colleagues’ and clients’ traditions and customs and understand cultural similarities of differences efficiently. This is consistent with the findings of Gharasoflu (2012), Rahimnia *et al.* (2009), EbrahimiKouhbanani (2011), Van Driel (2008), Van Dyne *et al.* (2007), and Ang *et al.* (2007).

The results for the second question revealed that spiritual intelligence in the employees of Social security Organization of Gorgan City, Iran is more than average and in a suitable condition. So, it can be concluded that the employees have a general picture of life and its experiences and events and are able to reorganize and reinterpret their experiences of world events and deepen their cognition and insight. They are also able to observe ethical behavior and fairness in their work and they do their occupational tasks not only for economic output and rewards but also for God’s satisfaction. This is in agreements with the results of GhasemiPirbalouti *et al.* (2014), Azad Marzabadi *et al.* (2013), and EbrahimiKouhbanani (2011).

The findings obtained for the third question indicated that social intelligence in the employees of Social security Organization of Gorgan City, Iran is more than average and in a suitable condition. On this basis, it can be said that the employees are well aware of social behaviors and make use of advantages of consensus and unanimity with coworkers and managers, ability of adopting communicative skills, and establishment of friendly relationships with colleagues and clients. This is consistent with the results of EbrahimiKouhbanani (2011) and Van Dyne *et al.* (2007).

Moreover, the results acquired for the fourth question revealed that job satisfaction in the employees of Social security Organization of Gorgan City, Iran is more than average and in a suitable condition. It is therefore understood that the employees are satisfied with their job, consider their salary proportionate to the type of their job, and consider job promotions proportionate to the level of abilities, merit, and

efficiency of themselves and their coworkers. They have intimate relationship with their coworkers and managers and make use of their guidance and suggestions if needed. This result is in agreement with the results of GhasemiPirbalouti *et al.* (2014), Rahimnia *et al.* (2009), EbrahimiKouhbanani (2011), and Van Dyne *et al.* (2007).

The results obtained for the fifth question showed that there is a positive and significant correlation between cultural intelligence and job satisfaction in the employees of Social security Organization of Gorgan City, Iran. Therefore, job satisfaction increases with higher level of cultural intelligence. It is consequently suggested to take steps in order to increase social intelligence in employees in order to achieve higher levels of job satisfaction. The results obtained for the fifth questions are in agreement with those of Gharasoflu (2012), Rahimnia *et al.* (2009), EbrahimiKouhbanani (2011), Haghghatju *et al.* (2008), Khanlari (2006), Van Driel *et al.* (2007), and Ang *et al.* (2007).

The findings acquired for the sixth question revealed that there is a positive and significant correlation between spiritual intelligence and job satisfaction in the employees of Social security Organization of Gorgan City, Iran. Thus, job satisfaction increases with higher level of spiritual intelligence. It is accordingly recommended to improve spiritual intelligence in employees for obtaining job satisfaction in organizations. The result is consistent with the findings of GhasemiPirbalouti *et al.* (2014), Azad Marzabadi *et al.* (2013), EbrahimiKouhbanani (2011), Haghghatju *et al.* (2008), and Khanlari (2006).

The results attained for the final question of the present study indicated that there is a positive and significant correlation between social intelligence and job satisfaction in the employees of Social security Organization of Gorgan City, Iran. For that reason, it can be claimed that job satisfaction rises with higher level of cultural intelligence. It is subsequently advocated that it is important to pay attention to social intelligence of employees in order to achieve higher level of job satisfaction. The result obtained for the last questions are in agreement with the findings of EbrahimiKouhbanani (2011), Haghghatju *et al.* (2008), Khanlari (2006), Van Dyne *et al.* (2007), and Ang *et al.* (2007). The present study encountered a few limitations. First, this study was performed in Social Security Organization and therefore, generalization of the results obtained in the present study to other organizations and enterprises should be done carefully. Another limitation of the present study was related to the geographical area where the study was performed. Since the variables were determined in Gorgan city, generalization of the results to other cities and countries should be performed prudently. Other limitations of the present study are associated with the lack of control on other variables and potentially untrustworthy answers due to respondents' boredom or indifference. Overall, it is concluded that cultural intelligence, spiritual intelligence, social intelligence, and job satisfaction are in acceptable levels in the employees of Social Security Organization of Gorgan City, Iran; also, there are positive and significant correlations between cultural intelligence, spiritual intelligence, and social intelligence and job satisfaction.

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