

# **The Mediating Role of Internal Locus of Control and Job Stress between Spiritual Intelligence and Job Performance**

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## **Abstract**

Spiritual intelligence is the mind's capacity to handle spiritual and substantial aspects of life. Literature indicates that spiritual intelligence can be effective in lowering the stress and increases the job performance of employees at the workplace. The purpose of this study is to investigate the mediating effect of internal locus of control (ILOC) and job stress (JS) between spiritual intelligence (SI) and job performance (JP). The data was collected from 425 employees working at managerial positions in different textile companies in the province Punjab, Pakistan. The collected data was analyzed using structural equation modeling (SEM). The study found that internal locus of control and job stress partially mediate the relationship between spiritual intelligence and job performance. It is important for the management of textile companies to develop the spiritual intelligence of the employees at their workplace. Spiritual intelligence and ILOC are useful for lowering the indices of job stress and increasing the job performance of employees at their workplace.

**Keywords:** spiritual intelligence, internal locus of control, job stress, job performance, textile industry.

## **1. Introduction**

In the recent years, spiritual intelligence (SI) has attracted the attention of numerous researchers, investigators and scholars; but few researches have been conducted on this topic. Mostly, researches in this area have been conducted in medical sciences, theology and psychology; scarce researches can be found in the discipline of management sciences. People face ever increasing pressures due to demanding schedules; while the organization have started thinking for inculcating spirituality in the workplace to bring calmness at job places (Wang & Han, 2016; Fry & Slocum, 2008; Zohar & Marshal, 2004:2001; Mayer,

2000). Researches and investigations of spiritual intelligence at workplace are extremely challenging. This period is called the era of intricacy and change; firm position on the perimeter of organizing and disorganize and frequently transform their position in this paradoxical situation. To tackle with these circumstances, management science theorists and experts have presented various theories, such as holographic organizations, learning organizations, total quality management, time management, objective based management, productivity management, entrepreneurial organizations and quality of work life. Nowadays, spiritual intelligence is explained not only in individual perspective but also in organizational perspective; and has entered not only in psychosomatic area but other human science domains, like management.

Tischler *et al.*, (2002) have shown that by addressing the spiritual side of human experience, companies help improve problem solving, enhance creativity, and reduce stress. By focusing on the spiritual qualities of meaningfulness and joy at work, organizational identification not only improved, but the worker job involvement (Kolodinsky *et al.* 2008), job satisfaction (Awais *et al.* 2015; Harung *et al.* 1996) also enhanced, and even their work performance improved (Tehubijuluw, 2014). Spiritual intelligence positively affects the workplace when spirituality dimensions are introduced in the workplace (Wang & Han, 2016), and it can increase the worker's job performance at the workplace (Tehubijuluw, 2014).

Spirituality at job does not connote any religious proselytization or inclination at the workplace. Spirituality involves different phases of personal characteristics that manifest themselves in a constructive way on the worker's behavior at his workplace. Individual spirituality is the focus of this research study and how it influences the job performance of the individuals by affecting the perceived JS and ILOC of the workers.

According to King and Nicoll (1999) progress of an organization may be affected by the spirituality of an individual and the culture of that organization could play an important role in the development of an individual spirituality. In the context of Pakistan there is also a significant lack of research on this topic. In the light of differences between Western and Eastern concepts of spirituality, we feel that a research study that is done with a Pakistan target sample would yield informative results.

Additionally, lot of studies have been conducted on occupational stress or worker stress, primarily connecting the perceived stress to person factor (e.g., locus of control, self-esteem, social status, gender, age, rational intelligence, etc.) and organizational factors (e.g., processes and systems) that prevent and/or contribute it. Nevertheless, localized studies on the role of spirituality in worker stress have not yet been given prominent status in the area. Thus, it is also this study's aim to discover a potential relationship between SI (expressed in terms of spirituality) and job stress. In recent times, interest in spirituality in the workplace has gained momentum, as evidenced by international research projects on spirituality in organizations. At the workplace that spirituality and meaning is beneficial for the organization in terms of morale and productivity is a view that has gained acceptance among mainstream business schools, human resources professionals, and management consultants (Wong, 2003). In sum, based on the importance of SI in reducing Stress and increasing job performance in the workplace and the perceived gap in the literature, this study is to examine the mediating effect of ILOC and JS on the relationship between the employees' SI and JP.

Overall current study contains three objectives. First, it investigates the direct effects of spiritual intelligence on job performance. Second, it examines direct effect of ILOC on job stress. Third, it examines the mediating role of ILOC and job stress on the relationship between employees' spiritual intelligence and job performance. As discussed, the concept of spiritual intelligence is applied at the workers place of work in the textile organizations of Pakistan. Consequently, this study problem statement is formulated as follows: "*the extents to which employees' spiritual intelligence lowers indices of stress and increases the job performance at their workplace*". The followings are the main concern of this research.

- **RQ1:** Does spiritual intelligence significantly influence job stress, internal LOC, and JP of the employees in the organization?
- **RQ2:** Does internal LOC and job stress (JS) mediates the relationship between Spiritual intelligence (SI) and job performance (JP) of the employees in the organization?

## 2. Literature Review

### 2.1. Underpinning Theory and the concept of Spiritual Intelligence

Core values and essential competencies are the component of the competency theory (Unido, 2002). Core values are fulfilled the cultural sensitivity, professionalism, and integrity criteria. Essential competencies are fulfilled functional, technical, generic, and managerial criteria. Additional, the core values become significant the way workers behave at the place of work is a manifestation our organizational and personal values. Core values are crucial because they need to be enduringly lived in the heart of individual and must integrate in our regular interaction with coworkers. According to Zohar and Marshall (2004) integrated competency is the combination of core and essential competencies which famous as spiritual, and intelligence, and emotional Quotients.

SI was first suggested by Gardner (2000) in the concept of "multiple intelligences". Soon after, SI was proposed by Zohar and Marshall (2000). Since the inception of this concept, the scholars have been investigating the role of SI in an organizational context (Shabani *et al.*, 2011; Zohar and Drake, 2000). Emmons (2000) demonstrated that spiritual intelligence can assist people in increasing their decision-making skills, personal meaning production and goal achieving abilities by introducing self-existence awareness. SI is not only the mixture of the two words; "spirituality" and "Intelligence", but also embodies the impetuous direction by bringing out the holistic and originality approach of the theory (Zohar and Marshall, 2000).SI identifies the existence as meaning, values, and purpose which joins the meaning of people's intellectual abilities and deals with the human existence questions (Zohar and Marshall, 2000).

### 2.2. Relationship between the Constructs

#### 2.2.1 Spiritual Intelligence and Job Performance

Many scholars, researchers, and investigators indeed articulate their urge caution and reservations on the potential misuses or abuses of "spirituality" at the place of work (Jackson, 2000; Mitroff and Denton, 1999). They mention their apprehensions about

spirituality used as a managerial tool to influence on the employees' performance. Rani *et al.*, (2013) investigated that there is a significant positive relationship existed between SI and JP. They suggested that SI could be used as a factor in effect on employees' performance at the place of work. Kulshrestha and Singhal (2017), and Karakas (2010) explored that how spirituality improved the workers' performance. Further, spirituality improves employee quality of life, well-being, it provides workers a sense of meaning & purpose, and a sense of community & interconnectedness at work. Spiritual intelligence of the workers could be enhanced their work performance (Tehubijuluw, 2014; Osman-Gani & Anwar 2013). Therefore, we hypothesize

- **H<sub>1</sub>**: Spiritual intelligence (SI) has positive impact on job performance of the employee at their place of work.

#### 2.2.2 Spiritual Intelligence Relationship with Internal LOC and Job Stress

ILOC is a significant factor to decrease job stress, particularly if an individual has a high level of SI to overcome the differences. So, the effect of SI will enhance significantly to decrease JS. Ahmadian *et al.*, (2013) investigated that a negative relationship exists between employee's Job stress and spiritual intelligence (SI). He concluded that employees who are having lower stress on the job, they are more spiritual intelligence (SI) than those who are having higher stress on the job and it is an inverse relationship exists between job stress and spiritual intelligence (SI) of the employees at work. Bigdeloo and Bozorgi (2016) investigated that there is a significant positive relationship exist between the spiritual intelligence and self-control, and can predict the life satisfaction. Salmabadi *et al.*, (2015) found that spirituality has a significant negative effect on stress or reduce its severity. Othman *et al.*, (2017) depicted that a negative relationship exists between employee's job stress and spiritual intelligence (SI) and concluded that employees who were more spiritually intelligent were having lower stress on the job than those who were less spiritually intelligent. Therefore, the following hypotheses were formulated;

- **H<sub>2</sub>**: Spiritual intelligence has positive impact on internal locus of control of the employees at their place of work.
- **H<sub>3</sub>**: Spiritual intelligence reduce stress of the employees at their place of work.

#### 2.2.3 Internal LOC relationship with Job performance (JP) and Job stress (JS)

ILOC has been recognized as a factor to decrease the work stress of the employees at the place of work. Earlier studies explained person who have high levels of ILOC are more dominant to reduce on stress and its negative outcomes, for instance, Ogolla *et al.*, (2016) demonstrated that a high-level internal LOC tends to decrease the indices of stress at the workplace. Chen and Silverthorne (2008) investigated that employees with high-level of internal LOC execute healthier job performance and they hardly ever experience working stress at their place of work. That's why; rising internal LOC can reduce job stress without difficulty because the employees with high internal LOC can determine the consequences of events by their individual decision making.

The previous researches have investigated that employees who characterizes with high internal LOC, experience less JS whereas they exhibit high JP in stressful working situations (Chen and Silverthorne, 2008). According to Nazariadli (2017) internal locus of control increased the worker performance. Further, individual with ILOC are more

responsible for what occurs, outcomes, their successes and failures which based on their own hard work. Hence, we suggest the following hypotheses;

- **H4:** Internal Locus of control reduces job stress among the employees at work.
- **H5:** Internal Locus of control enhances the job performance of employees at their place of work.

#### 2.2.4 Job stress (JS) and Job performance (JP)

Numerous researches and academic studies confirmed the negative relationship existed between Job Stress and job performance (Gharibet *et al.*, 2016; Fried *et al.*, 2008; Jamal, 2007). The in-depth investigation of both unpublished and published research and the accompany data straddling more than 25 years was done. The study revealed that there has a negative correlation between JS and JP (Fried *et al.*, 2008). Oleyede (2006) investigated that there is a negative relationship existed between stress at the place of work and performance of the employees at the place of work. Oiling (2003) found the significant negative relationship existed between JS and JP in the context of Chinese workers in Hong Kong. A sample research of employees of USA Multinational companies in Pakistan was done. The results demonstrated that strong negative relationship existed between job performance and workplace stress (Jamal, 2007). Motorwidloa *et al.*, (1986) investigated that there is a strong negative correlation existed between JP and stress at the place of work. So, this study suggested the following hypothesis

- **H6:** Job stress reduces the job performance of the employees at their place of work.

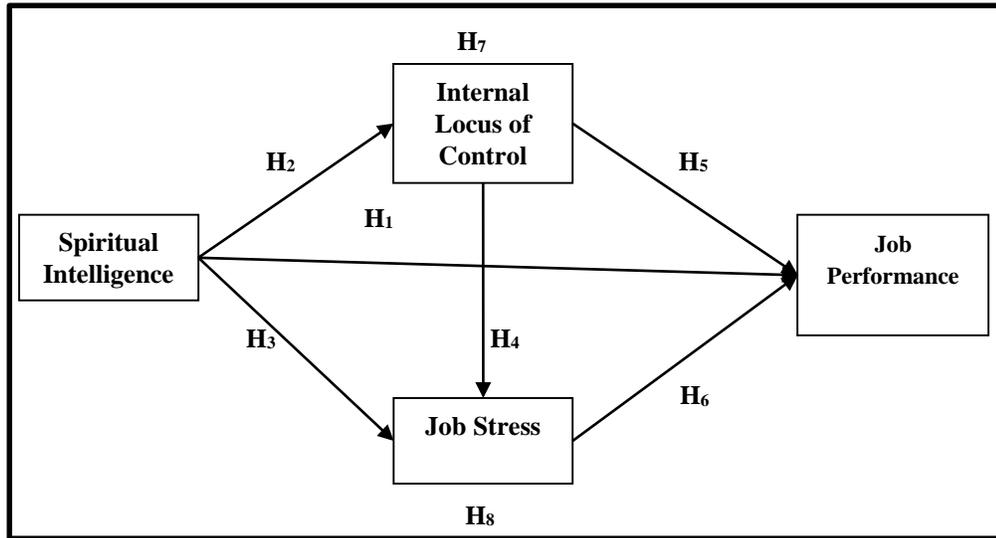
#### 2.3 Mediation Effect Of Internal LOC And Job Stress

Soebyakto (2012) investigated that there is a significant relationship exist between SI and ILOC. He also investigated the mediation effect of ILOC on the relationship between spiritual intelligence and individual traits of the employees. Those individuals who are having high internal LOC are more likely to believe that their hard work will be triumphant. Spiritual intelligence of the Individual affects worker performance, which has empirically investigated by (Osman-Gani & Anwar, 2013). Soebyakto (2012) examined the partially mediation effect of the job stress on spiritual intelligence (SI). Dharmarajan *et al.*, (2010) performed the SOBEL test to determine whether the mediating effect is non-significant or significant. Hence, we formulated the following hypotheses;

- **H7:** ILOC mediates the relationship between spiritual intelligence and job performance of the employee at their place of work.
- **H8:** Job stress mediates the relationship between spiritual intelligence and job performance of the employees at their place of work.

### 3. Methodology

#### 3.1 Research Model and Measure



**Figure 1: Research Model**

##### 3.1.1 Spiritual Intelligence

SI refers to the capability of an individual to understand life more (Zohar and Marshal, 2001). Factorial internal consistency and validity are therefore inadequate for various spirituality scales as explicit mentions of God might not be suitable for certain newer spirituality societies. For avoiding these problems, Dierendonck (2005) used “Howden Spirituality Assessment Scale” (Howden, 1992) and formed a smaller version which has 10 items from the internal resources and transcendence scales. For this study, Howden’s scale (1992) as adapted by Harvey (2004) was used to measure SI. The scale consists of 10-item questionnaire that was each measured by using 5-point Likert-scale that ranges from 1=strongly agree to 5=strongly disagree.

##### 3.1.2 Internal Locus of Control

This study measured ILOC on a scale adapted from Lumpkin’s (1985). The scale consists of 6-item questionnaire that was each measured by using a 5-point Likert-scale ranging from (1) strongly agree and (5) strongly disagree.

##### 3.1.3 Job Stress

This study used JS measurement tools developed by Cohen *et al.*, (1983). Four items were used; based on a 5-point Likert Scale for measuring each item.

##### 3.1.4 Job Performance

To measure JP, 10 items were used which were developed by Wright *et al.*, (1995), using a 5-point Likert Scale for measuring each item.

### 3.2 Data Collection and Sampling

This study investigated the mediation effect of the ILOC and job stress on the relationship between SI and JP of the employees at the place of work. The study was used both secondary and primary data. Primary data were collected through a structure Questionnaire and secondary data was collected from different, websites, journals, and books. The convenience sampling technique and face to face customer survey was used for gathering the data. In this study employee is the single sampling segment in the textile industry of Pakistan. The data were collected from the 425 employees in the various textile firms of Pakistan (e.g. Chenab Limited, Moon Textile Mills (Pvt.) Ltd, Afino textile Mills (Pvt.) Ltd, Nishat Mills (Pvt.) Ltd, Saeed Textile Industries (Pvt.) Ltd in Punjab of Pakistan. The data compilation process was two weeks working 3 A.M. to 7 P.M. Questionnaires were personally distributed to the respondents, 435 copies were returned, 425 of them were selected; the response rate was 90.42 %. We deleted 10 questionnaires which were less than 90% completed.

## 4. Data Analysis and Finding

### 4.1 Descriptive Statistics

The respondents are employees of the textile firms in Pakistan. Table 1 shows the general characteristics and personal information of the respondents.

**Table 1: Descriptive Statistics**

Statistics	1	2	3	4	5	6	7	8
Mean	1.37	2.80	1.56	3.62	2.74	1.74	2.98	2.56
Std. Deviation	0.48	1.27	0.50	1.16	1.55	0.99	0.98	1.15
Minimum	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maximum	2.00	5.00	2.00	5.00	6.00	4.00	5.00	5.00
<i>Note.</i> 1=Gender, 2=Age, 3= Marital status, 4= Education Level, 5= You are working in the organization, 6= Total work experience (in years), 7= Experiences in the present organization (in years), 8= Working in the department								

Table 1 show the mean of gender is 1.37 it indicates that the majority of them were males; the standard deviation (SD) is 0.48 from mean value. For gender the (minimum value=1; maximum value=2) it indicates that participants were from both female and male gender. The age mean is 2.80 it indicates that in this research the respondents 'average age was between 36-45 years, the SD is 1.27 from mean value, for age the (minimum value =1 & maximum value=5)it indicates that participants were from all age groups. For marital status mean is 1.56 it indicates that the majority of them were married, with SD is 0.50 from mean value, for marital status the maximum value was 2 and minimum value is 1 it indicates that participants were both married and single marital status. For education level mean is 3.62 it shows that most of the participants were from a bachelors category with SD is 1.16 from

mean value, for education level (minimum value=1 & maximum value=5) it indicates that all of them were from all five categories (i.e. below matric, matric, intermediate, bachelors, and Master/above). The mean of “working organization” is 2.74 it indicates most of them was working in Chenab Textile, with SD is 1.55 from mean value. For working organization (minimum value=1 & maximum value=6) it indicates that participants were from all six categories.

In table 1 the mean of “Total work experience” is 1.74 this shows that the majority of the respondents have 6-10 years’ work experience, the standard deviation from mean for this category is 0.99, the minimum value for this category is 1 and maximum value is 4. The mean for “experience in the present organization” is 2.98 which show that the majority of respondents have 5-7 years worked experience in the present organization and standard deviation is 0.98 from the mean. The minimum value of experience in the present organization is 1 and maximum value is 5. The mean for “working in the department” is 2.56 which mean most of the participants were working in the finance department and standard deviation with 1.15 from the mean value. The minimum value is 1 and maximum value is 5 it indicates that all of them were from all five categories.

#### 4.1.1 Reliability Analysis

The study performed the reliability analysis through SPSS. Table 2 shows that Cronbach’s alpha of spiritual intelligence (SI) is 0.933 for ten items, internal locus of control (ILOC) is 0.866 for six items, Job performance (JP) is 0.845 for ten items, and Cronbach's alpha of Job stress is 0.882 for four items. According to, Guelford (1965) alpha values are excellent when equal to 1.0 or greater than 0.90, and good when less than 0.90 or greater than 0.80. Further, alpha’s values are satisfactory in the 0.70 range, dubious in the 0.60 range; poor in the range of 0.50, and alpha’s values are unacceptable in the range of 0.40.

#### 4.2 Inferential Statistics

##### 4.2.1 Analysis of Fit Statistic for Measurement Model

For this study, the instrument validity is computed through CFA presented in figure 3. Figure 3 displays the CFA model (with 24 out of 30 items) was drained to find the goodness-of-fit indices with data ( $X^2=925.19$ ,  $P < 0.001$ ,  $df= 238$ ,  $X^2/238= 3.88$ ,  $AGFI=0.810$ ,  $CFI=0.910$ ,  $RMSEA=0.08$ ) and 6-items are dropped due to standardized loading less than 0.50 (Hair *et al.*, 2006).

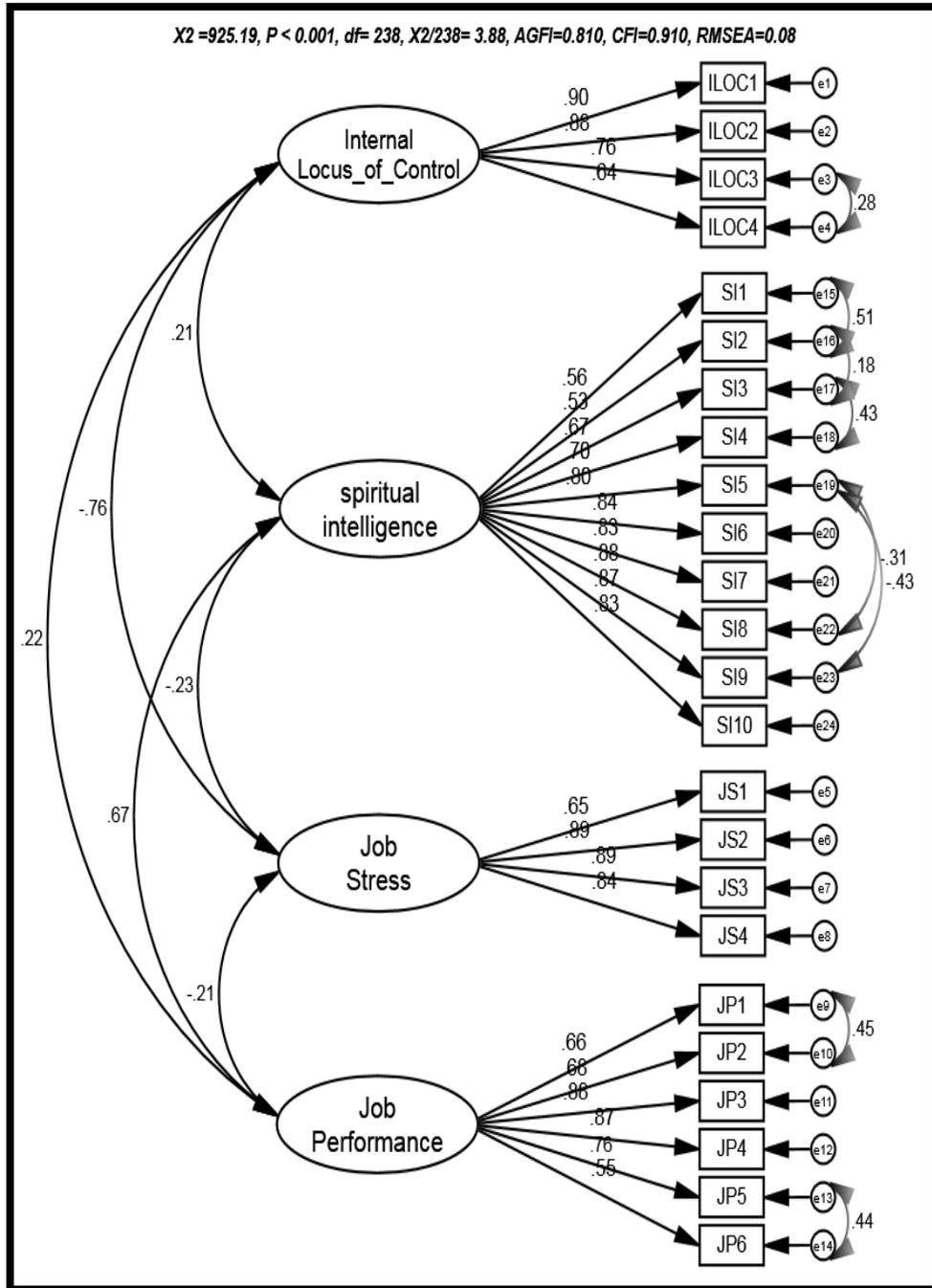


Figure 2: Measurement Model Specifications

4.2.2 Correlation Analysis

The Pearson correlation matrix investigates the strength of correlation of the four variables is shown in table 2. From the results, we see that spiritual intelligence is significantly positively correlated to JP and ILOC, and significant negatively to JS and the results support the findings of (Rani *et al.*, 2013; Karakas 2010). Table 2 shows that there is a significant positive correlation between internal locus of control and the job performance of the employees at the work and the results support the findings of (Chen and Silverthorne, 2008). Internal locus of control is also positively correlated to spiritual intelligence, but it is negatively correlated with job stress and the results support (Soebyakto, 2012; Owen, 2006) findings.

Table 2 shows that job stress is significantly negatively correlated to SI, ILOC, and JP of the employees at the place of work and the results are consistent with the study of (Othman *et al.*, 2017; Salmabadi *et al.*, 2015). It further shows that mean values and standard deviations were also satisfactory.

**Table 2: Correlation between the Variables**

Constructs	Spiritual Intelligence	Internal Locus of Control	Job Performance	Job Stress
Spiritual Intelligence	1			
Internal Locus of Control	0.242**	1		
Job Performance	0.637**	0.228**	1	
Job Stress	-0.243**	-0.682**	-0.243**	1
Mean	3.630	3.288	2.957	3.631
SD	1.104	1.292	1.312	1.115
Cronbach's Alpha ( $\alpha$ )	0.933	0.866	0.845	0.882

Note. \*\* Correlation value is significant at 0.001 levels

4.2.3 Hypotheses Testing

4.2.3.1 Path analysis

We conducted data analysis using AMOS path modeling. The Study hypotheses were empirically tested in view of the regression weight estimates ( $\beta$ ) and P-values.

a) Hypothesis 1

Table 3 shows when spiritual intelligence (SI) increases by 1, Job performance (JP) increases by 0.637. Results demonstrate that SI has the significant positive effect on job performance. It is verified from the results that the value of path coefficient is ( $\beta=0.637$ ,  $p \leq 0.001$ ). So, this research study accepted H<sub>1</sub>. The findings are support with the results of (Osman-Gani & Anwar, 2013; Rani *et al.*, 2013).

b) Hypothesis 2

Table 3 shows that SI has the significant positive effect on internal locus of control. It is verified from the results that the value of path coefficient is ( $\beta=0.242$ ,  $p \leq 0.001$ ) and the results are consistent with the findings of (Soebyakto, 2012). Hence, we accepted H<sub>2</sub>.

c) Hypothesis 3

Table 3 shows when spiritual intelligence (SI) increase by 1, Job stress goes down by 0.243. The findings demonstrate that spiritual intelligence lowers indices of stress at the workplace of the employees. It is verified from the results that the value of path coefficient is ( $\beta = -0.243, p \leq 0.001$ ). Hence, this research accepted  $H_3$ . The results are support the findings of (Mishra & Vashist, 2014; Ahmadian *et al.*, 2013).

d) Hypothesis 4

Table 3 shows that Internal Locus of control lower indices of stress in the workplace. It is confirmed from the results that the value of path coefficient is ( $\beta = -0.682, p \leq 0.001$ ). So, this research study accepted  $H_4$ . The findings are consistent with the study of (Ogolla *et al.*, 2016; Owen, 2006).

e) Hypothesis 5

Table 3 shows when internal locus of control (ILOC) increase by 1, job performance (JP) increases by 0.228. Results show that internal LOC has the significant positive effect on job performance. It is confirmed from the results that the value of path coefficient is ( $\beta = 0.228, p \leq 0.001$ ). Hence, this research study accepted  $H_5$ . Results are consistent with the study of Chen and Silverthorne (2008).

f) Hypothesis 6

Table 3 shows when job stress (JS) increase by 1, Job performance decreases by 0.207. Results show that JS decrease employees' performance at the place of work. It is verified from the results that the path coefficient value is ( $\beta = -0.207, p \leq 0.001$ ). Hence, we accepted  $H_6$ . The results are in support of the findings of Gharib *et al.*, (2016; Fried *et al.*, (2008) and Jamal, (2007).

**Table 3: Direct Effects between the Constructs**

Path	B	S.E.	C.R.	Result
Internal LOC <--- Spiritual Intelligence	0.242***	.055	5.130	Support
Job Stress <--- Internal Locus Of Control	-0.682***	0.036	-19.213	Support
Job Stress <--- Spiritual Intelligence	-0.243***	0.056	-5.160	Support
Job Performance <--- Internal LOC	0.228***	0.041	4.827	Support
Job Performance <--- Spiritual Intelligence	0.637***	0.038	17.024	Support
Job Performance <--- Job Stress	-0.207***	0.040	-5.159	Support
<i>Note.</i> C.R: Critical Ratio, S.E: Standard Error, B=Beta (Standardized Coefficients) A). * $P < 0.05$ , ** $P < 0.01$ , *** $P < 0.001$				

4.2.4 Mediation effect

Baron and Kenny (1986) suggested four step models to examine the mediating effects. There are following four steps (see, Table 4).

**Table 4: Baron and Kenny’s Step for Mediation**

Steps	Visual Depiction
Step 1	IV $\xrightarrow{c}$ DV
Step 2	DV $\xrightarrow{a}$ MV
Step 3	MV $\xrightarrow{b}$ DV
Step 4	IV $\xrightarrow{c}$ MV $\xrightarrow{b}$ DV

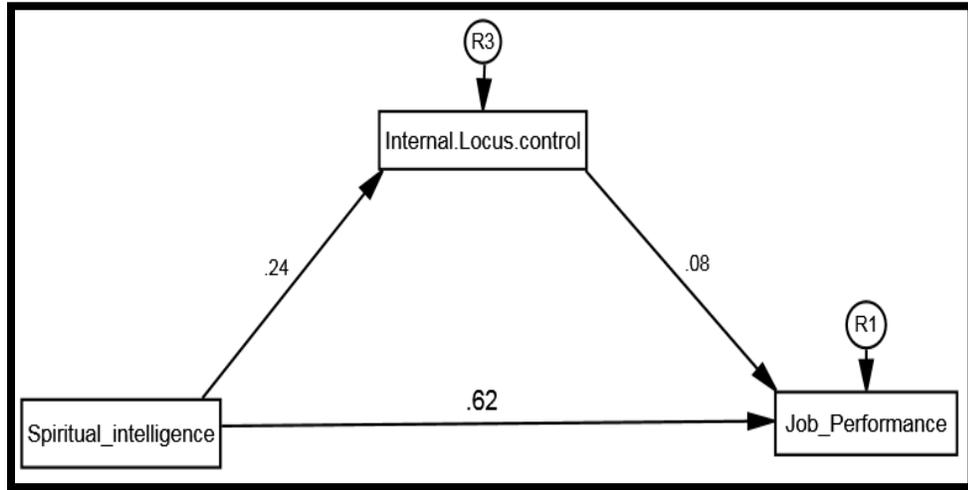
a) Hypothesis 7: mediator 1

This study applied Structural Equation Modeling (SEM) to investigate ILOC of mediation effect in the relationship between the SI and JP of the employees at the place of work. First, let spiritual intelligence as the IV and job performance as the DV (paths c). Table 3 shows that SI has the significant positive effect on job performance of the employees at the place of work ( $P < 0.001$ ,  $\beta = 0.637$ ). Second, let internal locus of control as the D.V and spiritual intelligence as the I.V (paths a). Table 3 shows that SI has the significant positive effect on employees internal LOC at the place of work ( $P < 0.001$ ,  $\beta = 0.242$ ). Third, let the job performance as the D.V and internal locus of control as the I.V (paths b). Table 3 demonstrates that internal locus of control (ILOC) increases the job performance of the employees at the place of work ( $P < 0.001$ ,  $\beta = 0.228$ ). Fourth, for investigate the job performance of the employees at the place of work by adding the mediating variable internal LOC in JP (paths 'c). The table 5 exhibit the indirect effect of SI on job performance of the employees at the place of work was decreased from 0.637(p-value is 0.001, table 3) to 0.618 (P-value is 0.001, table 5) once internal LOC was introduced as a mediator. So, hypotheses six ( $H_6$ ) is accepted. Internal locus of control is partially mediated the relationship between SI and JP of the employees at the place of work and it is also confirmed by (Soebyakto, 2012; Rani *et al.*, 2013) findings where internal LOC acts as a mediator.

**Table 5: Internal Locus of Control Mediation Effect between Spiritual Intelligence and Job Performance**

Path	$\beta$	S.E.	C.R
Internal LOC $\leftarrow$ SI	0.242***	.055	5.130
JP $\leftarrow$ SI	0.618***	.039	16.104
JP $\leftarrow$ Internal LOC	0.079**	.033	2.053

*Note.* C.R: critical ratio, S.E: Standard Error,  $\beta$ =Beta (Standardized coefficients)  
 a). \* $P < 0.05$ , \*\* $P < 0.01$ , \*\*\* $P < 0.001$



**Figure 3: ILOC mediation effect**

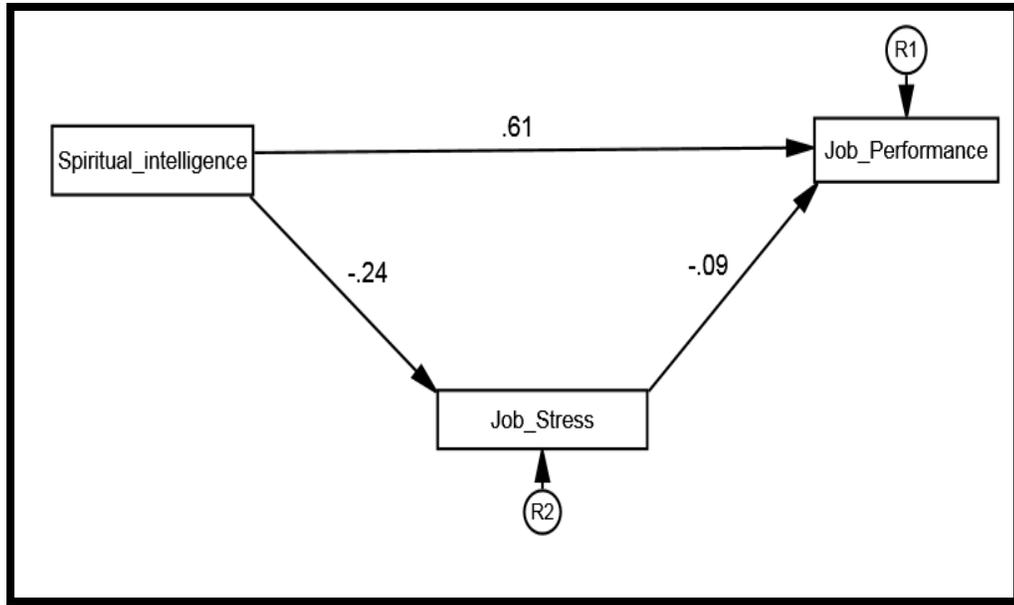
b) Hypothesis 8: mediator 2

SEM is used to investigate job stress (JS) of mediation effect in the relationship between the SI and JP of the employees at the place of work. First, let spiritual intelligence as the IV and job performance as the DV (paths c). Table 3 shows that SI has the significant positive effect on job performance of the employees at the place of work ( $P < 0.001$ ,  $\beta = 0.637$ ). Second, let job stress (JS) as the D.V and spiritual intelligence (SI) as the I.V (paths a). Table 3 shows that spiritual intelligence decreases the stress of employees at the place of work ( $P < 0.001$ ,  $\beta = -0.243$ ). Third, let the job performance as the D.V and job stress as the I.V (paths b). Table 3 demonstrates that JS decreases the JP of the employees at the place of work ( $P < 0.001$ ,  $\beta = -0.207$ ). Fourth, for investigate the job performance of the employees at the place of work by adding the mediating variable Job stress in job performance (paths 'c'). The table 6 exhibit the indirect effect of SI on JP of the employees at the place of work decreased from 0.637(p-value is 0.001, table 3) to 0.614 (p-value is 0.001, table 6) once Job stress (JS) was added as a mediator. Therefore, hypotheses six ( $H_6$ ) accepted, and job stress partially mediates the relationship between spiritual intelligence (SI) and job performance (JP) of the employees at the place of work (figure 4). Findings are consistent with the results of (Dharmarajan *et al.*, 2010).

**Table 6: Job Stress Mediation Effect between Spiritual Intelligence and Job Performance**

Path	B	S.E.	C.R
JS <--- SI	-0.243***	.056	-5.160
JP <--- SI	0.614***	.039	16.035
JP <--- JS	-0.094**	.033	-2.445

Note. C.R: critical ratio, S.E: Standard Error,  $\beta$ =Beta (Standardized coefficients)  
 a). \* $P < 0.05$ , \*\* $P < 0.01$ , \*\*\* $P < 0.001$



**Figure 4: Job Stress Mediation Effect**

4.2.5 Structural Equation Modeling (SEM): With Direct and Indirect Effect

The study research model verified through SEM under the maximum likelihood method. Research model was evaluated through numerous indices suggested by (Hair *et al.*, 2006; Hu & Bentler, 1999). The study calculates value of relative Chi-square  $X^2/DF$  was 3.80 ( $\leq 5.00$ ), CFI was obtained as 0.913 (0.90 or above), Adjusted GFI was 0.812 ( $\geq 0.80$ ), and value of RMSEA was 0.08 (0.01-0.08) values.

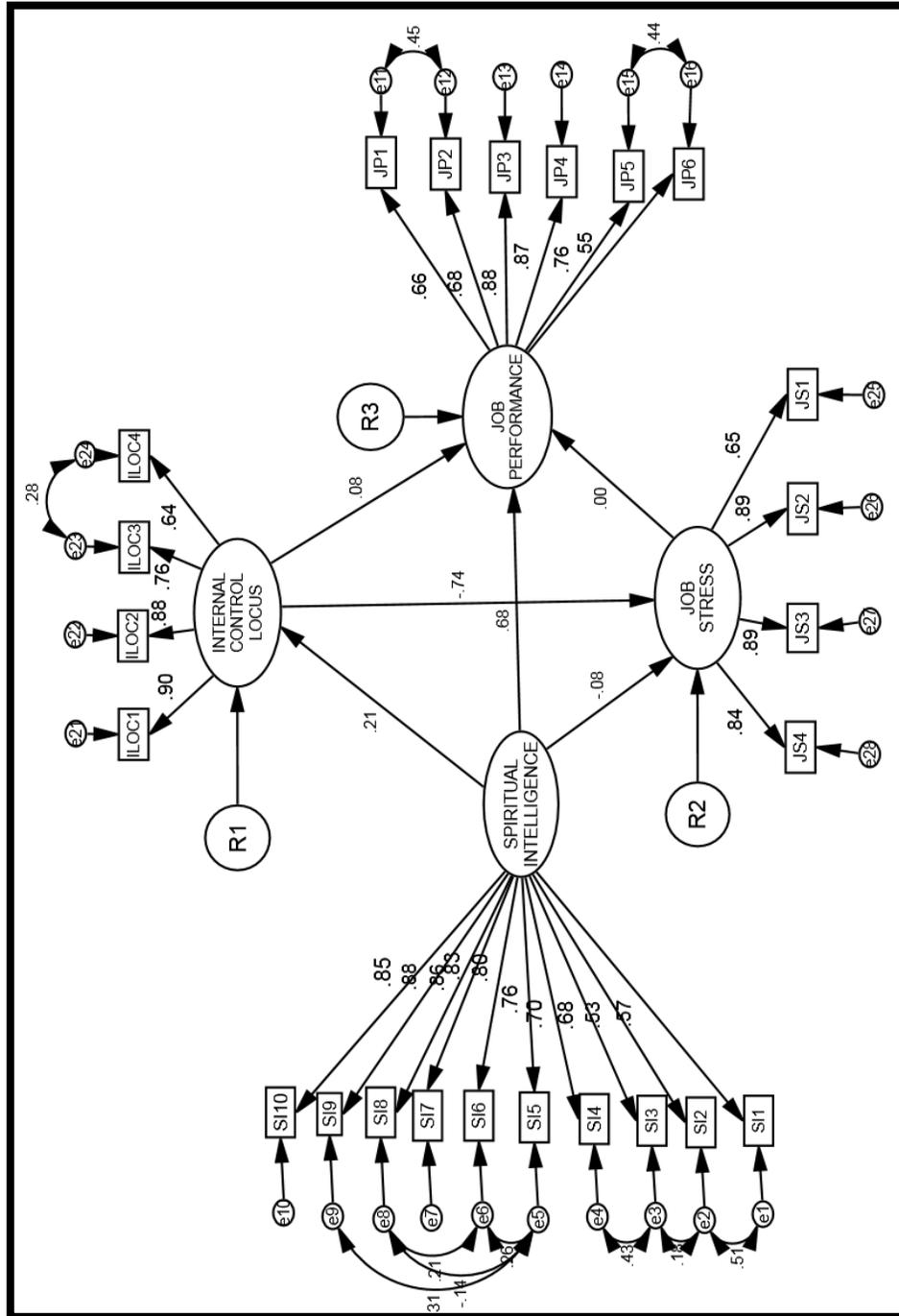


Figure 5: Results of Research Model with Mediation

**Table 7: Results of All Hypothesis Testing**

Hypotheses	Description	Results
H <sub>1</sub>	Spiritual intelligence (SI) increases the job performance of the employee at their place of work.	Supported
H <sub>2</sub>	Spiritual intelligence increases the internal locus of control of the employees at their place of work.	Supported
H <sub>3</sub>	Spiritual intelligence will enhance significantly to decrease stress of the employees at their place of work.	Supported
H <sub>4</sub>	Internal Locus of control decrease job stress among the employees at work.	Supported
H <sub>5</sub>	Internal Locus of control increases the job performance of employees at their place of work.	Supported
H <sub>6</sub>	Job stress decreases the job performance of the employees at their place of work.	Supported
H <sub>7</sub>	ILOC mediation effects in the relationship between SI and JP of the employee at their place of work.	Supported
H <sub>8</sub>	Job stress mediation effects in the relationship between spiritual intelligence and job performance of the employees at their place of work.	Supported

**5. Discussion**

The current study has proposed and empirically tested a research model investigating the mediating role of internal locus of control and job stress on the relationship between spiritual intelligence and job performance of the employees in the textile organizations of Pakistan. This study addresses a research gap by examining the direct and indirect effect of SI on workers’ performance. Results show that SI has a significant positive effect on job performance which is in line with the previous findings of (Kulshrestha and Singhal, 2017; Tehubijuluw, 2014; Karakas, 2010).

The findings show that internal locus of control leads to increase job performance and the results are consistent with the studies of (Nazariadli, 2017; Chen &Silverthorne, 2008).Further, results show that spiritual intelligence increases the Internal LOC and lower the indices of job stress at the workplace of the employees in the textile organization of Pakistan and the findings are consistent with the studies of (Othman *et al.*, 2017; Salmabadi *et al.*, 2015).We followed (Baron & Kenny, 1986) rule of thumb, to test the mediation effect of Internal LOC and job stress between spiritual intelligence and job performance.

The table 5 shows the partial mediation effect of the job stress on the relationship between spiritual intelligence and job performance and results are consistent with the study of (Dharmarajan *et al.*, 2010).The study also confirmed the mediating effect of the internal LOC on the relationship between spiritual intelligence (SI) and job performance (JP) of the

employees at the place of work in the textile organizations. The table 6 demonstrates the indirect effect of SI on JP of the employees at the place of work was decreased from 0.172 (p 0.001, table 3) to 0.152 (p 0.001, table 6) once Job stress (JS) was introduced as a mediator. The findings are supported the studies of (Soebyakto, 2012; Rani *et al.*, 2013) where internal LOC act as a mediator.

Finally, this study suggests that spiritual intelligence of employees at the place of work is an important factor that should not be ignored. This study confirmed that spiritual intelligence reduces indices of stress and increases the job performance. It is expected that employees who are more spiritually intelligent are more dedicatedly and honestly performed the job at the workplace in their organizations.

## **6. Conclusion and Implications**

The overall aim of this research study is to examine the mediating effect of the internal locus of control and job stress on the relationship between spiritual intelligence and job performance of the employees at the place of work in the textile organizations. Results of the study indicate that internal locus of control and job stress act as a mediator on the relationship between spiritual intelligence and job performance. Based on responses from the respondents of the employees in the textile organizations, the results show that high employee's internal locus of control and spiritual intelligence in the textile organizations increases the performance of the employees and lowers the indices of stress. It is expected that the high spiritually intelligent employee finds it easier to cope with stress and increases his job performance than the employee who is less spiritually intelligent.

There are potential implications of these findings for textile organizations in Pakistan and maybe worldwide. The study confirmed that spiritual intelligence was an important antecedent of employee's job performance and releasing stress, considering this factor may be helpful when increasing the performance of employees at the place of work. This study indicates spiritual intelligence and internal locus of control employees tend to be more adaptive in dealing with work related troubles, along with the results of these findings the study expects that spiritually intelligent employee can easily cope with stress at the place of work, develop stronger internal LOC and better performed the job at the place of work in the organizations.

## **7. Limitation and Future Studies**

The current study collected the data only from the textile firms situated in Punjab; therefore these findings may not be generalized for all employees of in the entire Pakistan. The current study was cross-sectional, but to form the fundamental paths of the researched constructs a longitudinal research would have been more suitable. Future research should also add a moderator variable, for instance age, training, gender, or experience so as to give a more complete depiction of the spiritual intelligence effect on job performance of the employees at the place of work.

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