

Spiritual Intelligence, Effectiveness, and Job Satisfaction of Librarians of Catholic Educational Association of Caceres and Libmanan (CEACAL)

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Abstract: Spiritual intelligence, the ability to access and utilize a sense of purpose and meaning in life, is increasingly recognized as a valuable asset in various professions. This study investigated the potential link between spiritual intelligence and job effectiveness and satisfaction among librarians in the Catholic Educational Association of Caceres and Libmanan (CEACAL). Specifically, the study aimed to: a) explore the levels of spiritual intelligence, job effectiveness, and job satisfaction among CEACAL librarians; b) examine the relationships between spiritual intelligence and job effectiveness, spiritual intelligence and job satisfaction, and job effectiveness and job satisfaction; c) develop an action plan based on the study's findings. Descriptive- correlational approach was used in this study. A modified questionnaire based on the studies and literature was for the data gathering.

The study found that librarians in the Catholic Educational Association of Caceres and Libmanan (CEACAL) reported very high levels of spiritual intelligence, job effectiveness, and job satisfaction. Additionally, significant relationships were found between all three variables, suggesting that spiritual intelligence may contribute to both effectiveness and satisfaction in this librarian population.

In conclusion, the CEACAL librarians exhibit high levels of spiritual intelligence, effectiveness, and job satisfaction. To maintain this positive state, addressing any potential concerns and fostering a supportive work environment are crucial. Implementing the action plan developed from this study's findings can be a valuable step in this direction.

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I. INTRODUCTION

The field of librarianship plays a vital role in nurturing holistic growth in the in the different aspects of the individual thus includes, physical, mental emotional and spiritual towards community development. The library as the center of every institution and the librarianship profession in today's era are facing various challenges and demands. In line with this, spiritual intelligence has emerged as one of the newest topics in assessing librarians' effectiveness and satisfaction, it is therefore essential to know how librarians find their sense of purpose, meaning, fulfillment, and connect deeply with themselves (Soylemez & Mustafa, (2019) and became effective and satisfied in their chosen profession (Mohan & Tampi,2020), likewise, how spiritual intelligence impact their

holistic growth and guide their dimension of works towards effectiveness and satisfaction in dissemination, facilitating learnings and knowledge (Efendi, 2021).

The Catholic Educational Association of Caceres and Libmanan (CEACAL) as an organization which represents as the avenue where Spirituality, culture, and tenet is deeply intertwined. As an organization guided by the philosophy, values and principles, Catholic Educational Association of Caceres and Libmanan Libraries serves as an essential part of the educational landscape that nurtures academic growth and spiritual development of an individual. However, in spite of the significance of Spiritual intelligence in shaping their holistic growth in terms of attitude, behavior and job outcomes in their duties and responsibilities, effectiveness and job

satisfaction of the librarians within the Catholic Educational Association of Caceres and Libmanan remains unexplored.

In this case, this study explored the potential relationship between spiritual intelligence, librarians’ effectiveness, and job satisfaction among CEACAL librarians. Dealing with the spirituality and professional life of the librarians in the context of Catholic Educational association of Caceres and Libmanan, it gives the organization an insight to enhance their policies and evaluate their practices and give an intervention in improving employes’ well-being to be more effective in their role and responsibilities. By examining its problem and setting, this study contributes to a clearer role of spirituality in the workplace and its impact on the effectiveness and job satisfaction of the Catholic Educational Association of Caceres and Libmanan librarians.

II. THEORETICAL FRAMEWORK

This study was anchored in the spiritual leadership theory (spiritual intelligence) introduces by Loius Fry on 2003, and Equity Theory introduced by Stacey Adam on 1963 (effectiveness and job satisfaction).

Spiritual leadership theory. is a theory that speaks about spiritual leadership and it deals about individuals the different components such as: vision, hope/faith, and altruistic love, values, attitudes, and behaviors, respectively. Vision refers to a meaningful future, causing employees to feel intrinsic self-value and life purpose (Klenam et al., 2023).

Knowing the spiritual intelligence of an individual is indeed another factor in achieving goals in life. Spiritual mindfulness in not all about the practice nor a celebration to attend but it is an internal aspect of life that helps individual promote self-disposition which is manifested in the actions, behaviors and values. To be a fully human is to be spiritually oriented, it means that this aspect is to be cultivated not to be neglected. Growth is not holistic when spirituality is being left. The leader’s foundation in the aspect of solving problem is by determining decisions if it comes from both mind and heart in solidarity with conscience, and that is how spirituality intervene. Librarians are human. They used their mind and

heart in their work of expertise especially in dealing with the occurring problems, common good and for the betterment of their profession and field of expertise. And so, this theory was used to determine the connection of the study in finding employees’ life’s value and their purpose of existence.

The Equity Theory. Introduces by Stacey Adam is a theory focuses on employees’ feelings and perceptions of how equally and fairly their organization treat them in terms of general work conditions compared to other organizations. In addition, equity theory also focuses on employees’ perceptions of the fairness of their work outcomes relative to, or in fraction to their work inputs. Employee spiritual intelligence is influenced by the referent. The referent means comparison between two equal people or a group of persons working different companies or within the organization. says that referent can also be oneself in a previous job, one’s expectations about what outcome/input ratios should be (Davlembayeva & Alamanos,2023).

Those who do not work, should not eat. This statement was relative to this theory of equity because it speaks about the labor and what they received. Workers lose meaningful work and alignment with organization’s values when inequity is perceived in the implementation of policies that vividly affect employees’ wellbeing. Using this theory in this study, it explained that, if the employee received according to their efforts, they would be pushed to increased their performance but if their works does not suffice the rewards they received, it caused to reduce their performance.

III. OPERATIONAL FRAMEWORK

Based on the theory of spiritual leadership and equity theory introduce by Fry and Stacey Adam, the operational framework of the study was structured. The operational model presents the variables of the study, which includes spiritual intelligence, effectiveness, job satisfaction and their relationships. As shown on figure 1, considered as the key independent variable was the spiritual intelligence, correlated with the level of effectiveness and job satisfaction as the dependent variables.

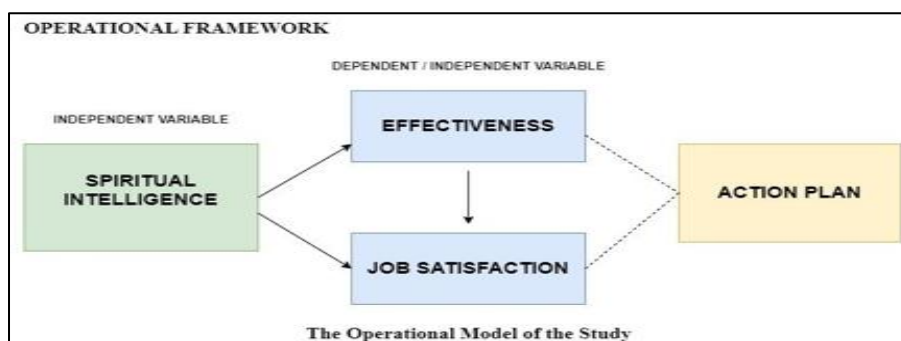


Fig 1 Operational Framework

IV. REVIEW ON LITERATURES AND STUDY

➤ *Spiritual Intelligence Among Librarians of CEACAL*

Intelligence plays a significant role in every human soul. As Howard in his theory of intelligence which is Multiple intelligence (MI), humans have a distinct intelligence and can be assessed as their assets in dealing with the different situations in life. This is also supported by Waterhouse (2023) in his recent study about intelligence that speaks about the intervening role of intelligence in the life of an individual.

According to Moleka (2021), employees' spiritual intelligence was shown through critical thinking, self-valuation, self-awareness and ability to handle problems effectively. In addition, Nwizia and Maru (2023) stated that a person who is spiritually intelligent finds meanings, vision, core values of life and way of possesses potentials in solving problems in the organization. Moreover, it also revealed that spiritual intelligent person enables to achieve the meaning of life, ability to think outside the box and becoming more innovative.

Vasconcelos (2020) defines spiritual intelligence as the moral capacity of an individual that affects and influences others and so Bai (2023) sum up in his study that spiritual intelligence plays a vital role in enhancing the quality of work in an organization while the transformation of consciousness as the requirement in achieving common goals (Sisk, 2019). As mentioned in the study of Pakdaman and Balideh (2020), spiritual intelligence could be defined as the deep awareness of self, leading to a deep realization in finding meanings and dimensions in life.

He also explained that spiritual intelligence is accompanied by the following: Inner Knowledge: by examining our inner self, it gives an avenue to develop our skills in knowing deeply our existence. Similarly, Hindu culture, develop their inner knowledge that refers to self-awareness and the nature of consciousness and leading to a more and deeply understanding of all creature's existence. Being spiritually high unites us to a better understanding of the connection between humans and the created universe, this is what we called, a Deep Intuition.

A deep intuition is the process of connecting to the situation involving of our minds which result to a better understanding of the problems and the kind of solution to be done. Spiritually high means that creating a better choice and decision for a certain problem. Being united between our very nature and the world enables us adjust and create a conducive place for growth in oneness with around us. In line with this, a meaningful life can be found in the light of solving the problems by influencing others goodness, giving motivation and encourage each by doing such action that will enhances others capability using their own spiritual intelligence.

As a result, gratitude resides and oneness became more visible. Revealing the spiritual intelligence as the source of mindfulness, which is refer to the used of the physical processes like nourishment of the physical aspect such as feeding, giving self-care and enhancing mind spiritually by readings of spiritual books, bibles and studying basic concept of life. Other matters such as community enrichment programs like charitable activities, performing donations is an act spiritual kindness to perform (Emonz 2020).

In examining the impact of spiritual intelligence (SI) on the effectiveness and job satisfaction of the Catholic Educational Association of Caceres and Libmanan, it's crucial to consider how SI influences various aspects of individual and organizational functioning. Ebrahimi et al. (2023) established a foundational link between SI and coping styles, revealing that individual with higher spiritual intelligence exhibit increased resilience and reduced feelings of depression and stress.

This finding suggests that educators within the Catholic Educational Association, who may face significant stressors in their roles, could benefit from higher levels of spiritual intelligence in managing these challenges effectively.

O'Sullivan and Lindsay (2023) further illustrate how individuals with higher SI often perceive a deeper sense of purpose and accountability in their actions, particularly evident in contexts like green entrepreneurship. In the educational sphere, this could translate into educators feeling a stronger sense of responsibility towards their students' holistic development, fostering a more meaningful and impactful teaching experience.

Nirmalasari and Minai (2023) affirm the positive impact of spiritual well-being and intelligence on mental health dimensions, indicating that educators who possess higher SI may experience greater psychological well-being, which can contribute to their overall effectiveness in the classroom. Similarly, Rajabi et al. (2023) emphasize the importance of spiritual intelligence and lifestyle factors in shaping students' life satisfaction, suggesting that educators who prioritize spiritual growth and well-being may foster a more supportive and enriching learning environment.

Senmar et al. (2023) highlight SI's role in balancing material and spiritual aspects of life, which can be particularly relevant for educators striving to maintain a sense of purpose and fulfillment in their careers. This balance may enhance job satisfaction and overall effectiveness in the educational setting.

Finally, Haryanto (2024) emphasizes the importance of communication training to complement spiritual intelligence, suggesting that educators who possess both strong communication skills and spiritual intelligence may be better

equipped to build positive relationships with students, colleagues, and other stakeholders within the educational community. Mehralian et al. (2023) further support this notion by advocating for holistic approaches to communication competence and self-efficacy development, particularly in healthcare settings but also applicable to educational environments.

Soylemez and Mustafa (2019), spiritual intelligence is another form or type of intelligence that defines the individual's ability to find meaning in life. A high spiritually intelligent employee will improve organization because openness, self-awareness, transcendence and problem-solving skill are key indicators that contribute mincingly to the achievement of higher performance in the organization. It is also noted that spiritual intelligence increases organizational performance.

Employee spiritual intelligence shapes behavior that increases performance and sense of belonging. Poor performance in the organization is a major problem identified, business organizations lack workers that have strong spiritual intelligence (transcendence, openness and self-awareness).

➤ *Effectiveness among Catholic Educational Association of Caceres and Libmanan (CEACAL) librarians*

Effectiveness is based on actions and actions is measured based on level of output an organizational performance is the ability of the organization to achieve desired output in line with input. Increase in output (productivity) shows increase in performance of an organization (Sickles & Zelenyuk 2019). Bandang and Rahman (2024) say that spiritual intelligence significantly effect and influence the existing conflict, self-efficacy, and competence.

In the experience of the hospital worker, it is revealed in the study of Khosravizadeh et. al. (2020), that self-efficacy in clinical staff improves their performance and behavior in service provision by psychological enrichment of the staff and raising their spiritual intelligence. They added that spiritual intelligence had a positive and significant influence towards contextual performance of employees. Moreover, there was a significant direct relationship between self-efficacy and spiritual intelligence and its dimensions among the staff (Ling, 2020).

Dordunu (2020) quoted in his recent study that commitment to religious beliefs and values is a good predictor on the performance of the employee in achieving their goal. Beiranvand, Safapour and Zare (2020), in their study, found out and showed that spiritual intelligence has a positive and significant relationship with self – efficacy. Supported by Singh (2019) in his research output that workplace spirituality plays a significant role in creating a strong and encouraging work culture which gives their employees a bigger purpose

and motivates them for higher attainments in their lives. It helps our organizations to improve their employee's productivity and enhances their overall performance.

Rakhshandehroo, Moradabad and Ghaffari (2021) added: to promote self- efficacy of students is also to integrate a spiritual aspect in teaching higher education. Praveeniah, Zainudin and Yusop (2021) suggested that integrating spirituality in counseling on the programs that train the mental health practitioners will produce counselors with more confidence in dealing with clients. Apart from forming stronger self-efficacy, spirituality and religiosity also develops the counseling skills in counselors to provide more efficient and effective counseling sessions that instill self-efficacy in themselves.

Masitoh and Sudarma (2019) showed that partially emotional intelligence and spiritual intelligence had a positive and significant effect on employee performance, and had a positive and significant effect on job satisfaction. Employee performance has a positive and significant effect on job satisfaction. Employee performance is able to mediate the relationship of emotional intelligence and spiritual intelligence to job satisfaction.

➤ *Job Satisfaction among Catholic Educational Association of Caceres and Libmanan (CEACAL) librarians*

The level of contentment of an employee's silently speaks about their level of satisfaction in the given task. So, it implies that satisfaction of job talks about someone's feeling of fulfillment in a work that corresponds to their achievements (Mohan & Tampi, 2020). In the era of how all employees become satisfied in their task is by examining how they become aware on their works and solution to the occurring problem. That is why spiritual intelligence emerge and linked in the achievements of an individual. Studies proved that they are interrelated with each other.

According to Raikar& Sivaraman (2023), it is very evident that spirituality did impact job satisfaction in every in every commitment (Kristiawati et al., 2023). Meanwhile, according to Praktiko and Soetjipto (2024), job satisfaction has a direct relationship on the spiritual intelligence since their actions and behavior mediates their works towards their goal or achievements.

In connection also in the study of Usman and Hassan (2022), by being aware of the individual inner callings, it means that by both mind and body accompanied by the outer life, it will lead also individual towards accomplishments of works. Satisfaction on job made by the social worker officer in Pakistan made them realized the impact directly to their welfare and job through knowledge, motivation, and behavior.

IT professionals also expressed their sympathy on how spiritual intelligence and job satisfaction helps them get the

satisfaction of life and job they deserved. Wickramasinghe et al (2022), says that there was a linear relationship between spiritual intelligence and job satisfaction. In the research of Korankye and Amakyewaa (2021) the study's outcome gives evidence that spiritual intelligence has a positive and significant impact on job satisfaction. This implies that the job satisfaction of employees from the companies is affected by their spiritual intelligence. In the study of Efendi (2021) he emphasized that someone who has good spiritual intelligence will have implications for the motivation to carry out work optimally, so that the work that is considered optimal will have an impact on the level of satisfaction.

Dewi (2020) in his study highlights that spiritual intelligence was found to positively influence and satisfaction. Mohamed and Subramaniam (2020). It was hypothesized that spiritual intelligence was positively related to job satisfaction of employees. It is indeed true that there is a significant relationship between spiritual intelligence and job satisfaction. This implies that spiritual intelligence improves their performance and job satisfaction that leads to building of good relationships and interpersonal understanding among employees in the workplace. And it is also emphasized in the study of (Sancoko, et al. 2019).

V. METHODOLOGY

This study used a descriptive-correlational research design to examine the levels of spiritual intelligence, job effectiveness, and job satisfaction among librarians, as well as the relationships among these variables. Data were gathered from librarians through a structured questionnaire, which was developed based on relevant literature and validated by experts. The instrument was divided into three parts corresponding to the key variables and was tested for reliability using Cronbach's alpha, showing excellent internal consistency. A Likert scale was used to measure responses, allowing the researcher to categorize and interpret the levels of each variable.

The study involved a selected sample of librarians drawn from the total population using random sampling techniques. Data collection was conducted through online surveys after securing proper permissions and consent from participants.

The gathered data were organized and analyzed using statistical tools. Specifically, weighted mean was applied to describe the levels of the variables, while Pearson correlation was used to determine the relationships among spiritual intelligence, job effectiveness, and job satisfaction.

VI. FINDINGS, CONCLUSIONS AND RECOMMENDATION

This chapter discusses the summary of findings, conclusions drawn from the findings of the study and the recommendations offered. This study investigated the levels of spiritual intelligence, job effectiveness, and job satisfaction among librarians working in the Catholic Educational Association of Caceres and Libmanan (CEACAL).

Specifically, this study explored the relationship between the spiritual intelligence, effectiveness and job satisfaction among CEACAL librarians and a proposed action plan based on the findings of the study has also been laid down.

The study sought answers the following sub-problems:

- What is the level of spiritual intelligence among librarians of CEACAL?
- What is the level of effectiveness among librarians of CEACAL?
- What is the level of job satisfaction among librarians of CEACAL?
- Is there a significant relationship between the level of spiritual intelligence and level of effectiveness among librarians of CEACAL?
- Is there a significant relationship between the level of spiritual intelligence and level of job satisfaction among librarians of CEACAL?
- Is there a significant relationship between the level of effectiveness and level of job satisfaction among librarians of CEACAL?
- What action plan may be proposed based on the result of the study?

➤ Findings

The salient findings of the study are the following:

- Respondents had a very high level of spiritual intelligence with the overall weighted mean average of 3.66.
- Respondents had a very high level of effectiveness with the overall weighted mean average of 3.40.
- Respondents had a very high level of job satisfaction with the overall weighted mean average of 3.35.

- There was a significant relationship on the respondents' level of spiritual intelligence and level of effectiveness among librarians of CEACAL with a p- value of 0.00 which was lower than 0.01 level of significance.
- There was a significant relationship on the respondents' level of spiritual intelligence and job satisfaction among the librarians of CEACAL. With the p-value of 0.00 which was lower than 0.01 level of significance.
- There was a significant relationship on the respondents' level of effectiveness and job satisfaction among the librarians of CEACAL with the p-value of 0.00 which lower than 0.01 level of significance.
- An action plan was formulated to sustain the Spiritual intelligence, effectiveness and job satisfaction among the librarians of Catholic educational Association of Caceres and Libmanan (CEACAL).

➤ *Conclusions*

Based on the findings of the study, the following conclusions were drawn:

- CEACAL librarians generally possess a very high level of spiritual intelligence, characterized by a strong connection to their faith and a belief in its positive influence on their lives.
- CEACAL librarians perceive themselves as highly effective in their roles. They demonstrate a strong work ethic, positive relationships, and a willingness to contribute to problem-solving and leadership.
- CEACAL librarians experience a very high level of job satisfaction. They find their work environment safe and stimulating, value opportunities for growth, and appreciate recognition for their contributions. However, compensation may be an area for improvement.
- Librarians at CEACAL with higher levels of spiritual intelligence tend to report higher levels of job effectiveness. Spiritual intelligence may contribute to factors like a strong work ethic, positive relationships, and a sense of purpose, which can in turn lead to greater effectiveness.
- Librarians at CEACAL with higher levels of spiritual intelligence tend to report greater job satisfaction. Spiritual intelligence may contribute to finding purpose and meaning in work, which can lead to increased satisfaction.
- Librarians at CEACAL who report higher levels of job effectiveness also tend to report greater job satisfaction. This suggests that feeling effective in their roles contributes to their overall satisfaction with their work.
- There is a need to implement the proposed Action Plan to sustain the Spiritual intelligence, effectiveness and job satisfaction among the librarians of Catholic educational Association of Caceres and Libmanan (CEACAL).

➤ *Recommendations*

From the findings and conclusion of the study, the following are hereby recommended:

- To promote spiritual enhancement and of life balance among CEACAL librarians, administration must support and continue an engagement activity to sustain their spiritual growth. Institutional daily mass, Year-end recollection, outreach programs and catechism would be of great help in enhancing their spirituality.
- To promote a high level of work performance and effectiveness b/w subordinate and superior, administration must conduct a semestral evaluation that will evaluate their strength and weaknesses, likewise, monthly achievement report will help them assess in building a better communication in dealing with each other in attaining a high level of effectiveness and of work performance.
- To give justice to the librarians' other interest, proper work hours will be implemented so that other priorities will also be consider.
- Reviewing and revisiting the manuals for job description about the salary and incentives will give a better understanding and clarity to everyone.
- To sustains the quality and high level of effectiveness in performance to work, CEACAL must have the continuity program in improving their spirituality. Seminars and trainings about librarianship and other related programs in line to their expertise and profession will suffice to add up their knowledge in performing their job effectively.
- To uplift more the feelings of job satisfaction, enhancing the work spirituality would be of great help. Team building program, monthly appreciation and recognition award, simple acts of kindness like celebrating life (birthday) together would be a good source of motivation for them to feel their worth and value in their workplace.

- The implementation of the action plan should be monitored and evaluated to ensure that its objectives are accomplished in sustaining the Spiritual intelligence, effectiveness and job satisfaction among the librarians of Catholic educational Association of Caceres and Libmanan (CEACAL).
- For future researchers may use the study and incorporate some variables not found in the current researches such as application and evaluation of Spiritual intelligence in the other context of librarianship.

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