I THINK, THEN I DECIDE AND I DO IT! EMPIRICAL VERIFICATION BETWEEN SPIRITUAL INTELLIGENCE AND JOB CRAFTING IN HEALTHCARE PROFESSIONALS

EU PENSO, DEPOIS DECIDO E FAÇO! VERIFICAÇÃO EMPÍRICA ENTRE INTELIGÊNCIA ESPIRITUAL E TRABALHO EM PROFISSIONAIS DE SAÚDE

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ABSTRACT: The theoretical approaches to the themes of spiritual intelligence and Job Crafting point to similarities in the context of meaning and purpose in life. Based on this premise, this study aimed to verify, through a quantitative study of structural equation modeling, whether the theoretical evidence was confirmed empirically. A theoretical model of the relationship between these variables was proposed to verify whether the leader's spiritual intelligence influences the Job crafting action of his followers. The spiritual intelligence scale for leaders (SILS) and the JC scale (JCQ) were used. The sample was composed of hospital health professionals from two countries (Brazil and Portugal). The results indicated that there is a positive and direct relationship between the leader's spiritual intelligence and workers' behavior. Despite showing similarities, the Brazilian sample has a greater propensity for JC. The Portuguese sample is more influenced by its leader.

Keywords: Spiritual intelligence; Job crafting; Leadership.

RESUMO: *As abordagens teóricas dos temas inteligência espiritual e Job Crafting apontam semelhanças no contexto de significado e propósito de vida. Partindo dessa premissa, este estudo teve como objetivo verificar, por meio de um estudo quantitativo de modelagem de equações estruturais, se as evidências teóricas foram confirmadas empiricamente. Foi proposto um modelo teórico da relação entre essas variáveis para verificar se a inteligência espiritual do líder influencia a ação de Job crafting de seus seguidores. Foram utilizadas a escala de inteligência espiritual para líderes (SILS) e a escala JC (JCQ). A amostra foi composta por profissionais de saúde hospitalares de dois países (Brasil e Portugal). Os resultados indicaram que existe uma relação positiva e direta entre a inteligência espiritual do líder e o comportamento dos trabalhadores. Apesar de apresentar semelhanças, a amostra brasileira apresenta maior propensão ao JC. A amostra portuguesa é mais influenciada pelo seu líder.*

Palavras-chave *Inteligência espiritual; Job crafting; Reajuste do trabalho, Liderança.*

1 INTRODUCTION

Work takes a large part in someone's life, being responsible for the construction of self-image and personal identity. The way that the labor relations and the daily experience of working activities are established has a direct impact in someones life and in their mental health (Wrzesniewski et al., 2013). The Spiritual Intelligence and the Job Crafting approach are theories that seek to understand those relations in-between work and individual.

The Spiritual Intelligence consists in the cognitive ability of giving life a meaning, understand the reality in a deeper and wider perspective, with the predisposition of connecting principles and intimate values of each individual (Emmons, 2000; Hyde, 2004; Mayer, 2000; Vaughan, 2002).

In the area of organizations, investigations have focused on work contexts with the intention of studying spiritual intelligence associated with the desire of human beings to find purpose in their daily actions, with work being a possible space to realize this desire (Stead & Stead, 2014). This approach emerges as an opportunity to investigate how the labour activity can be associated with a more active attitude of a worker in creating sense in what they do, being able to positively affect clients, coworkers and society through their actions at work.

The Job Crafting (JC) is defined as an informal process, accomplished by workers, to changed and remodel their functions, enlarging the boundries of their operation.(Tims et al., 2016; Zhang & Parker, 2019). This process can also been

understood as a customization of activities and responsabilities of each professonal role within the principles of each person.

When the Job Crafting occurs, consequently, a change in the personal identy also occurs, improving the self-image of the worker. The JC's occurence involves an active intention of changing the work tasks and not an reactive adaption to the work demands (Wrzesniewski et al., 2013), defining limits in the activites performed on the physical (temporal and organic), psychological (emocional and cognitive) and social (relational) aspect (Lee, 2017; Slemp & Vella-Brodrick, 2013).

The JC theory defends that any activity can be remodeled, independently of the cultural level, level of education e cognitive capacity of workers. It can occur in low paid jobs, with no social status, and with workers with low formal education. This argument is supported by empirical researches that identified that individuals, by expanding their actions with activities that have meaning and dignify their work, show more motivation with an increase in their performance and commitement in the execution of daily tasks (Bakker, 2017; Fuller & Unwin, 2017).

The empirical researches indicate that the occurence of Job Crafting is related to low work stress, resulting in an increase of work satisfaction and work engagement (Bakker, 2017; Kooij et al., 2017; Zhang & Parker, 2019), positive interaction between coworkers and clients, through resilient behavirours (Grant, Berg & Cable, 2014), predominance of an environment with appreciation among professionals, inclination to execute an activity with greater competence and efficiency and increased sense of purpose (Moon et al., 2018; Rozario et al., 2019; Wrzesniewski et al., 2013), low turnover and low work dissatisfaction, even amongst workers without professional qualifications and in socially undervalued roles (Fuller & Unwin, 2017).

However, it is important to emphasize that the JC can occurs better if an organization allow each worker to organize their work tasks with some freedom of action. In other words, if the company authorize a person to decide some details of how to execute some activities, such as, choose the order and when to perform such activities, which partners they can work with and the way they can solve daily problems (Wrzesniewski et al., 2013).

For this to happen, it is necessary that the leadership promote, motivate and allow a higher level of autonomy of their employees, trusting in the abilities of their teams to solve and organize their work in a more independently way (Kim & Beehr, 2018; Nawaz et al., 2020; Tims et al., 2016). When the leaders do not allow this

autonomy to happen, the worker loses the sense in their work, becoming more unmotivated, uncommitted and stressed (Grant, Berg, & Cable, 2014, Wrzesniewski et al., 2013).

Taking in consideration the importance of the role of a leader in the action of Job Crafting, this research has the objective of verify if the Spiritual Intelligence of leaders influences in the occurence of Job Crafting in their teams. To stabilish this theoretical relation an empirical investigation was conducted with hospital workers of two countries (Brazil and Portugal).

It was requested to hospital workers to answer two scales: the first one looked to establish how the teams evaluated the presence of spiritual intelligence in their leader; the second proposed that themselves identified if they had made any moves of adaption and customization of work. From the construction of theoric model, the relations between Spiritual Intelligence and Job Crafting in a global model (both countries) and national model were analised. A parameter of comparassion between the results of Brazil and Portugal was stabilished to comprehend if there are any differences on these two work contexts.

Based on Fidelis *et al.* (2023), the SILS (spiritual intelligence leader scale), as well as the original scale SISRI-24, is divided in four factors: Critical Existencial Thinking, Personal Meaning Production, transcendental awareness, and Conscious State Expansion. Critical Existencial Thinking is the act of deep reflection about the human existence, such as reflect about life, death and the meaning of non-material things. Personal Meaning Production is to give meaning to situations experienced, even if they were challenging. Transcendental Awareness is to percive the reality beyond what is shown, realising that everything is connected and inffluencing in every action. Conscious State Expansion, is, as the name suggests, to expand the consciousness to understand the non-material dimension of life, in what gives existence a meaning.

The JC can take place under three forms: task, relation and cognitive (Tims, Bakker, & Derks, 2012; Wrzesniewski et al., 2013). The Task crafting is related to the change in the ammount and kind of activity. It is the adjust in the effort and time invested in each task, resizing the way to perform them. The Relational Crafting consists in the construction and maintenance of relationship between co-workers for a better professional performance. It is associated to avoiding emotionally stressfull contacts and incentives to those that help on the solving of problems. The Cognitive

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Crafting is the effort on making work have personal importance and be socially positive. It is the process of executing tasks with a purpose. The objective of this effort is to make that the proffessional activity be seen and interpreted, by the own person and by others, as something important and meaningful for the common good (Slemp & Vella-Brodrick, 2013; Tims et al., 2016; Zhang & Parker, 2019).

In studies of Job Crafting and spiritual intelligence (SI) approaches, common theoretical points are found. Wrzesniewski and Dutton (2001) and Spiritual Intelligence authors, such as, Emmons (2000), Zohar and Marshall (2000) and King and Decicco (2009) utilize similar words and expressions to explain their concepts.

The Spiritual Intelligence theory indicates that every human being has an internal desire of building a life that has meaning and a sense of purpose to themselves, shown in positive actions in the personal, familiar and social environment (Emmons, 2000; Hyde, 2004; Meesala & Paul, 2018; Saad et al., 2019). In Job Crafting, this desire is expressed from a work perspective, in other words, when someone changes their professional procedure's borders, with the intent of finding a greater meaning in their professional activities, positively contributing to the society (Moon et al., 2018; Slemp & Vella-Brodrick, 2013; Wrzesniewski & Dutton, 2001). And it is right at this point of meaning and purpose in the work life that the theories of Spiritual Intelligence and Job Crafting find an intersection.

Taking in consideration this theoretical points between these two theories, it is possible to think that the Spiritual Intelligence of leaders can influence in the occurrence of Job Crafting in their teams. This argument is sustained from the understanding that the Job Crafting's action gives opportunity to workers to reorganize their professional activities in a way that they can choose and/or confirm a personal identity with a greater positive meaning (Ahmadian et al., 2013; Lichtenthaler & Fischbach, 2018). This happens when a person acknowledges in their work tasks the opportunity to create "meaning" and "purpose" in their professional duties, regardless of being through the construction of a relationship with others, or for the benefit of their family, society or environment (Devotto, 2016; Rego & Cunha, 2010; Slemp & Vella-Brodrick, 2013; Zhang & Parker, 2019; Zsolnai & Illes, 2017).

However, JC happen better under the influence of the leadership (Kim & Beehr, 2018; Tims, Bakker, & Derks 2012; Wrzesniewski & Dutton, 2001). It is the action of the leader that opens the way for the worker to reorganize their work tasks

(Fuller & Unwin, 2017) motivating them to find personal purpose and meaning in their job (Grant, Berg, & Cable, 2014).

Leaders with Spiritual Intelligence tend to attribute purpose to their actions in and out of the job (Fry, 2003; Hacker & Washington, 2017). Their actions are oriented to motivate their teams and to also find value in their clients and colleagues's actions. Every action is intended as a personal search to give meaning to what is done, allied to the principles of each individual. In that sense, the study presented has as an objective to verify, having as a basis the theoretical model proposed, the association and variation between the scores of the Spiritual Intelligence and the readjustment at work in brazillian and portuguesse workers.

2 METHOD

The study follows a descriptive, exploratory and correlational methodology, with a quantitative approach. The data collection was intentional, using the snowball method.

3 SAMPLE

The sample is made up of hospital workers. They are the ones who evaluate both the spiritual intelligence of their leader and their own work readjustment action. Participated in the study, 434 workers of the hospital sector, distrbuited between Brazil (n=212) and Portugal (n=222).

This sample was evaluated in the GPower 3.2 statistical package and considered a probability of 95% (p < 0.05), magnitude of the sampling effect ($r \geq 0.50$) and a hypothetical power standard ($\pi \geq 0.80$), as established by Faul et al.,(2007). The statistical indicators referring to the selected sample quality were as follows: ntotal= $t \geq 1.98$; $\pi \geq 1.00$, n1 $_{Brazil}$ = $t \geq 1.98$; $\pi \geq 0.99$ and n2$_{Portugal}$ = $t \geq 1.98$; $\pi \geq 0.98$, all with a *p*-value 0.01; this condition indicates that this sample is sufficient for research.

4 INSTRUMENT

Job Crafting Questionnaire - JCQ: Developed by Slemp e Vella-Brodrick (2013), measures the shaping and adaptation of activities carried out by a worker in their role. It is a likert scale made uo of 15 statements divided in three dimensions, i.e., (task crafting), (relational crafting) and (cognitive crafting). The original scale suffered few semantical alterations to Portugal's Portuguese.

Spiritual Intelligence Leader Scale - SILS: a scale adapted from the instrument SISRI-24 (King & Decicco, 2009). Likewise the original, this scale has 24 statements, distributed in four factors:CET (Critical Existencial Thinking); PMP – (Personal Meaning Production); TA – (Transcendental Awareness) and CSE – (Conscious State Expansion) (Fidelis, Formiga e Fernandes, 2023).

5 PROCEDURES AND INSTRUMENT'S ADMINISTRATION

The questionaire was answered in both countries (Brazil and Portugal) in two ways: *in loco* or by eletronic means, through eletronic sharing in social media and through e-mails; the participants were invited to read and sign a "Free and Informed Consent" tearm that stabilished the authorization from the respondents in taking part in this research ensuring their anonymity and confidentiality of their identity. Researchers made themselves available (in person or by email) to resolve any doubts or provide clarifications regarding the research and the instrument. The questionnaire's average response time was five minutes.

The project was evaluated by the Ethics Committee of the Hospital Mãe de Deus/ Educational Association São Carlos, with the CAEE register number 05104818.9.0000.5328 – upon being aproved, with registration identified by the number 3.135.413.

6 DATA ANALYSIS

The 25.0 version of the SPSS sofwatare for Windows was used for data verification and descriptive analysis, Pearson's correlations, *t* of Student tests and ANOVA. To verify the proposed theoretical model hypothesized, in the program AMOS

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Grafics 24.0, the statistical indicators for the structural equation model (SEM) were verified and were considered according to the adequacy of adjustment. This statistical program has the role of presenting, in a more robust way, psychometric indicators that aim at a greater construction of the adaptation and accuracy of the developed scale, as well as allowing the design of a theoretical model intended in the study.

Being a more careful and rigorous type of statistical analysis, the hypothesized theoretical model was tested, considering some indices that allow evaluating the quality of adjustment of the proposed model (Byrne, 2012; Hair et al., 2009; Van de Vijver & Leung, 1997): The χ^2(chi-square), The Goodness-of-Fit Index (GFI) and the Adjusted Goodness-of-Fit Index (AGFI), Root-Mean-Square Error of Approximation (RMSEA), the Comparative Fit Index (CFI) and the Root-Mean-Square Error of Approximation (RMSEA) (Garson, 2003; Hair et al., 2009).

7 RESULTS

After the data collection multicollinearity between the variables and the presence of multivariate *outliers* were assessed using the Kolmogorov-Smirnov (KS) normality test. The correlations were ≤ 0.90, variating from 0.05 to 0.86 (see Tabachnick & Fidell, 2001). Normality was observed with the following indicators (KS = 0.24, p < 0.16) (Miot, 2017; Nascimento et al., 2014).

After confirming the sample normality, parametric calculations were carried out with the intent of evaluating the measurement quality and the variation of the avarage scores between variables.

The sample is made up of two groups: Portugal (*n*=222) and Brazil(*n*=212), adding up to a total of *n*=434 individuals. The geographical data of both contries show similarities in the distribution of genders, degree, role and age. Most respondents are women (83.4%), working as nurses(56%), with a degree(64%), in the age bracket between 36-45 years old (41%).

Taking into account the samples individually, with regard to the Portuguese sample (*n*=222), it was observed that 84.2% are of female gender and 15.8% are of the male gender. The age range is between 19 and 55 years of age, with a strong concentration between 36-45 years of age (27.9%), followed by the 46 to 55 years of age bracket (22.5%).

As for educational qualifications, 58.2% have a degree; 26.6% have secondary education; 10% have a Master's degree; 4.6% have completed the 3rd cycle of Basic Education and 0.6% have a PhD. Regarding the role performed, there was a greater affluence in the following positions: 5.4% belong to the Nurse category, 20.2% are Administrative/Finance, 17.1% are assistants.

In the Brazilian sample (*n*=212) it was observed that 83.4% are of female gender and 16.6% are of the male gender. The age range of the workers shows a strong concentration between 36-45 years of age (41%) followed by the 46 to 55 years of age bracket - (19.9%), showing similarities with the Portuguese sample group.

As for educational qualifications, 64.2% have a degree; 26.5% have secondary education; 7% have a Master's degree; 2.3% have a Doctor' degree. No professional respondents had completed primary education only. Regarding the role performed in the Brazilian hospitals, it was observed that 26.5% belong to the Nurse category, 25.5% belong to Coordination/Direction/Management roles; 17.4% are Assistants/Technical.

With the intent of meeting the evaluated proposed theoretical model, namely: verify the relationship between Leader's Spiritual Intelligence and Job Crafting in Brazilians and Portuguese people in hospital units. Through structural equation analysis and modeling, based on the recursive model of structural equations and with the necessary modifications in error adjustments, the model referring to the total sample presented the following statistical ratio: $\chi^2/gl = 2.07$, RMR = 0.05, GFI = 0.98, AGFI = 0.94, CFI = 0.99, TLI = 0.97, RMSEA = 0.06 (0.04-0.10); in this model there was a positive association between the leader's spiritual intelligence constructs and Job Crafting (λ= 0.35) (see figure 1).

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Figure 1 - Theoretical model proposed with total sample
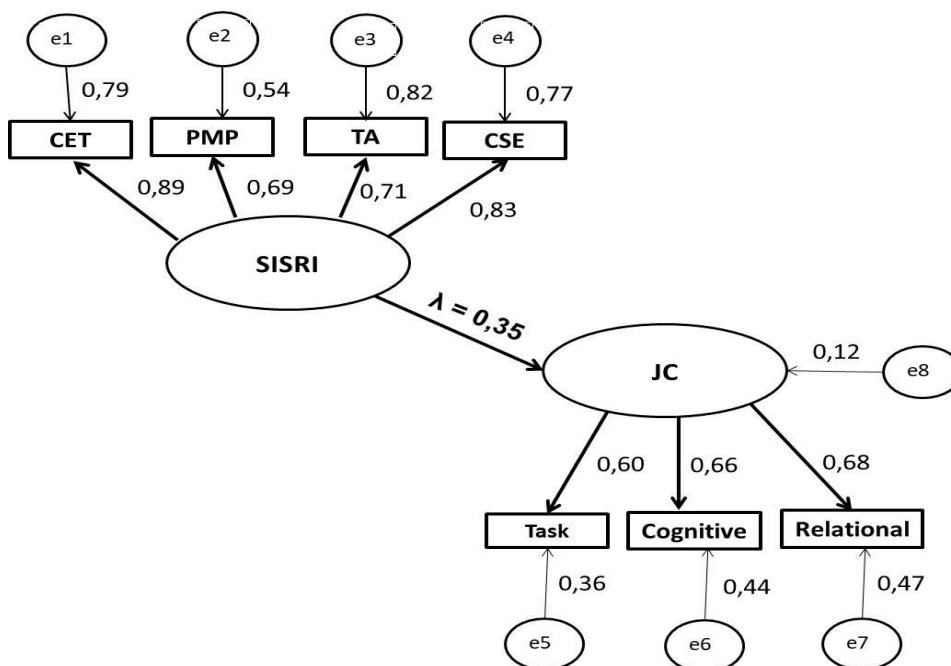
Based on the same direction of statistical analysis carried out for the global model (figure 1), a model was generated for each country researched with the intention of verifying how the Brazilian and Portuguese samples behaved.

In the figure 2, a positive relation between the constructs is noted in the Brazilian sample ($\lambda= 0.33$), having the statistical ratio $\chi^2/gl = 2.49$, RMR = 0.06, GFI = 0.95, AGFI = 0.96, CFI = 0.98, TLI = 0.99, RMSEA = 0.05 (0.04-0.08) and in figure 3 also ($\lambda= 0.45$) showing the following statisctics that followed a pattern close to the one observed in models 1 and 2 [respectively, $\chi^{2/gl} = 1.96$, RMR = 0.04, GFI = 0.97, AGFI = 0.99, CFI = 0.99, TLI = 0.99, RMSEA = 0.02 (0.00- 0.05) and $\chi^2/gl = 1.76$, RMR = 0.03, GFI = 0.98, AGFI = 0.99, CFI = 0.99, TLI = 1.00, RMSEA = 0.01 (0.00-0.03)].

For all models, it was observed that the Lambdas were in an expected interval |0 - 1| and that they were significant and different than zero ($t > 1.96$, $p < 0.05$), as well as, the Lambdas associations were > 0.30. A relevant information for guaranteeing the model was observed in the verification of prediction estimates between the associations of variables, with all of them significant at p < 0.001, all estimates > 1.96.

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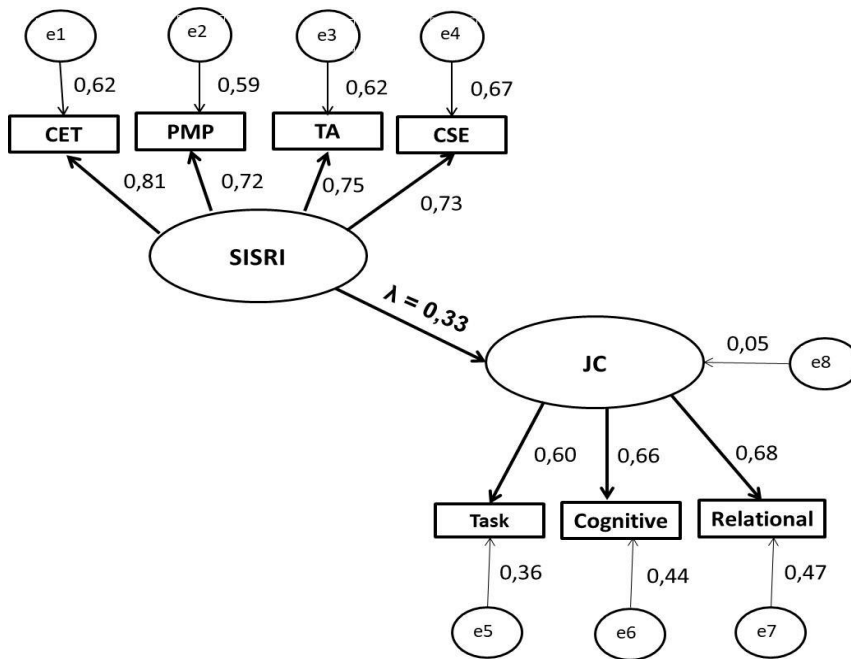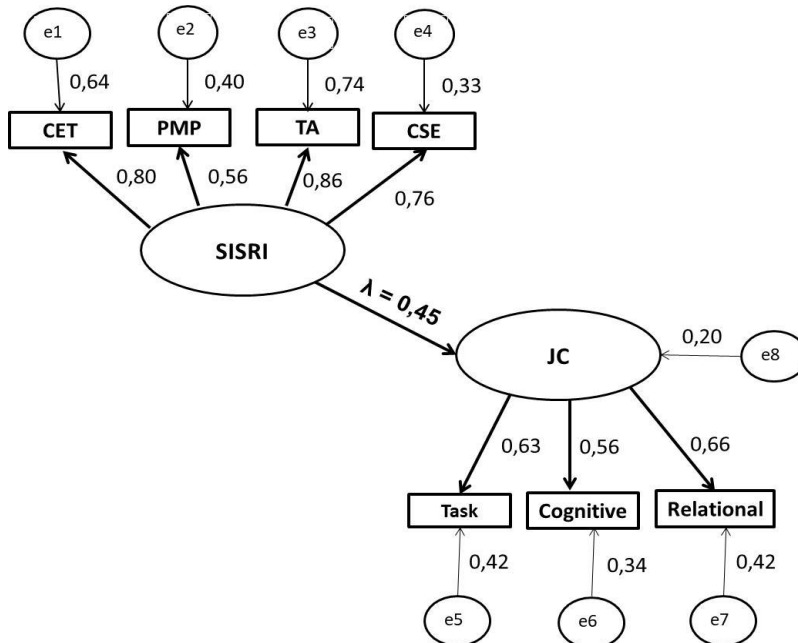Figure 2 - Theoretical model proposed with Brazilian sample

Figure 3 - Theoretical model proposed with Portuguese sample

Based on these models, a ANOVA was carried out, with the intent of evaluating the differences in the avarege scores in the dependent variables *versus* indepented (see table 1). The ANOVA calculation associated to the *Scheffé* 's *post-hoc* test was

performed, which revelead that the average scores were significant to the direct effect in Brazilian and Portuguese workers.The level of spiritual intelligence presents higher averages for Brazilians at a high level as in terms of the country interaction effect versus spiritual intelligence.

In the Scheffé test, it was oberseved that in the result of country interaction effect versus spiritual intelligence, the average scores depending on job crafting, the Brazilians have a higer spiritual intelligence score (c>b>a).

Table 1: Differences between the avarages in the constructs depending on Job Crafting in Brazilian and Portuguese workers

Construct		Levels	Average	d.p.	Statistic		
					F Friedman	gl	p-value
Country (BR-PT)		Portugal	1.80	0.06	37.62	1/390	0.01
		Brazil	**2.29**	0.06			
Spiritual Intelligence		Low	1.80	0.07	12.5	2/390	0.01
		Moderate	2.03	0.7			
		High	**2.30**	0.07			
Country *versus* Spiritual Intelligence	PT	Low	1.39^a	0.09	3.97	2/390	0.01
		Moderate	1.85^b	0.09			
		High	2.15^c	0.11			
	BR	Low	2.12^a	0.11			
		Moderate	2.22^b	0.10			
		High	**2.45^c**	0.09			

Notes: BR = Brazil, PT = Portugal;gl = degree of freedom; s.d. = standard deviation

8 DISCUSSION

This research sought to associate distinct themes (SI and JC) that have theoretical intersections. Job Crafting is understood as a psychological approach in the area of organization and work. This construct discusses the active way of workers adpating their job functions in to a logic of purpose, principles and personal values (Zhang & Parker, 2019). The them of Spiritual Intelligence brings to the academic field

the studies about the cognitive abilities of subjects in thinking their reality and solve daily situations from building meaning and purpose of life (King et al., 2012).

Despiste the prevalence of research from an individual perspective of spirititual intelligence, in this paper, the workers' perception of the leader's SI in the organizational context was assessed. The objective of the studie was corroborated by statistical results of this sample, where it is possible to indicate that the leader's spiritual intelligence influences the occurrence of job crafting in their teams in both countries: Brazil and Portugal (according to the models in figures 1,2 and 3).

The proposition of the study, empirically confirmed, originated originally from a theoretical analysis of both approaches (SI and JC). From a conceptual perspective, job crafting occurs better if a leader positivelly opens the way so that their teams can rearrange their tasks following their principles and personal values (Kim et al., 2019; Lichtenthaler & Fischbach, 2018). Leaders with SI have a vision of purpose and meaning in life, with an inclination to act within principles that benefit the common good, including in this scenario; teams, collegues and clients (Menon & Sadasivan, 2019; Siswanti et al., 2018; Yee et al., 2013).

The statistical results indicated that the JC has a direct, significant and positive relationship with the SI. That is, when teams realize the presence of spiritual intelligence in their leader, they tend to mold their work tasks within their principles and personal values regarding: the time and order in which they execute their activities (task crafting); keep a network of contacts and relationships that facilitate the work (relacional crafting); and try to look for meaning that dignfy their actions in their activities, enabling a positive and more valued self-image (cognitive crafting).

Considering specifically the profile of the sample researched, it is important to highlight that the hospital healthcare professionals are in constat contact with stressful and impactful situations arising from the health conditions of their patients (Kovács, 2010). Providing healthcare services challenge the workers to live with physical, mental and psychological inbalance from pacients and their family members, demanding from the workers a constant realignment of their own emmotions and personal balance when facing these demands. This actions of constant "recalibration" forces them to make decisions lined both in technical knowledge and in their internal psychological capabilities (Pinna & Chiappa, 2018; Vinagre & Neves, 2008).

Because they live in a naturally stressful scenario, the healthcare professionals can react through emotional defense mechanisms with affective distancing,

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indifference to the suffering of others, mechanical performance of tasks disconnected from the perspective of work purpose, which is to assist in the treatment and maintenance of patients' lives (Gallan et al., 2013; Vinagre & Neves, 2008).

It is in this context that the leadership plays an important factor. The leaders that have SI show an integrative view of reality, with a higher tendency of value teams, not only by respecting their technical capabilities, but also by the recognition of the emotional and spiritual aspects in the execution of work tasks, such as, actions of empathy, solidarity, genuine attention to the specific demands of each pacient (Pinna & Chiappa, 2018).

The action of a spiritually intelligent leader conducives to their teams the possibility of rethinking their work tasks in a new direction, estimulating actions of readjustment of tasks, that are here identified as Job Crafting (Rozario, Venkatraman, & Abbas, 2019). The recognition of these attitudes of leadership stimulates behaviours of autonomy associated to values and principles of each worker (Naseer et al., 2020). This context awakes in the teams the possibility of reflecting about the meaning and purpose of their own work (Asif et al., 2019; Awais et al., 2015).

Regarding the proposed models, it is clear that the leader-team relationship in the Portuguese context has a higher *Lâmbda* than the Brazilian one (PT 0.45; BR 0.33). This fact could be indicating that the influence of the behaviour of the Portuguese leardership has a higher effect in the actions of job crafting of their teams.

However, the general averages of the Brazilians (figure 1) are higher than the Portuguese ones, suggesting that the Brazilian workers have a behaviour more focused on the their work activities and greater autonomy in their work. Although the total sample indicate that it is valid to be studied as unique, the relations indicated in table 1 suggest cultural differences between Brazilians and Portuguese in this relation.

9   FINAL CONSIDERATIONS

This study bring the opportunity of estimulating new investigations in the direction of understanding the meanign and purpose of life at work through theoretical approaches SI and JC. The parallels drawn between Spiritual Intelligence and Job Crafting provide a distinct perspective to empirically evaluate the context of organizations and the study of leadership.

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Through JC it is possible to explore the reasons for the modeling action of work activities regarding the issues of task, relationship and purpose at work (Zhang & Parker, 2019). And it is precisely the cognitive dimension of JC that is in resonance with the SI theory by discussing the sense of mission, meaning and purpose of work.

The spiritual intelligence is responsible for give reason for the deep reflection about the purpose and mission in people's life. This cognitive predisposition is manifested by a state of personal openness so that the individual finds a way to positively contribute to society and the environment, work being an opportunity to achieve this mission (Bosch Rabell & Bastons, 2020).

It is therefore suggested, as future research, to study the same premises adopted here, in different environments and work scenarios, expanding the understanding of social and individual processes in the context of organizations.

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