

Impact of Spiritual Intelligence on Job Satisfaction of Social Welfare Officers in Pakistan

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Abstract

The core purpose of the present research is to examine the spiritual intelligence and job satisfaction of Social Welfare Officers in Pakistan. Spiritual intelligence is one of the many types of intelligence that can be developed relatively independently. Spiritual intelligence is a way of knowing and connecting the inner life of the mind and soul with the outer life. Job satisfaction is a sense of accomplishment that a person gets from his work. It is a measure of workers' satisfaction with their jobs. It can be measured in terms of knowledge, motivation, and behavior. For this study, a sample of three hundred seventy-four Social Welfare Officers has been taken through a proportionate random sample technique from all the provinces of Pakistan, namely, Punjab, KPK, Sindh, Balochistan, ICT, GB, and AJK. A cross-sectional survey has been conducted and a well-structured questionnaire was used for the study. The Uni-variate, bi-variate, and multi-variate analyses have been performed to draw results and conclusions. The study findings show that spiritual intelligence, directly and indirectly, causes impacts on job satisfaction among Social Welfare Officers in Pakistan. The study findings also report that spiritual intelligence has positively contributed to Social Welfare Officer's pay and promotion, job security, workload status, relationship with co-workers, work environment, and feedback and support.

Keywords: Workload Status, Conscious State of Expansion, Work Environment, Job Security, Relationship with Co-Workers, Pay and Promotion, Job Satisfaction

تلخیص

موجودہ تحقیق کا بنیادی مقصد پاکستان میں سوشل ویلفیئر افسران کی روحانی ذہانت اور ملازمت سے اطمینان کا جائزہ لینا ہے۔ روحانی ذہانت ذہانت کی کئی اقسام میں سے ایک ہے جو نسبتاً آزادانہ طور پر تیار کی جا سکتی ہے۔ روحانی ذہانت دماغ اور روح کی اندرونی زندگی کو بیرونی زندگی سے جاننے اور جوڑنے کا ایک طریقہ ہے۔ ملازمت سے اطمینان ایک کامیابی کا احساس ہے جو ایک شخص کو اپنے کام سے حاصل ہوتا ہے۔ یہ ان کی ملازمتوں سے کارکنوں کے اطمینان کا ایک پیمانہ ہے۔ یہ علم، حوصلہ افزائی، اور رویے کے لحاظ سے ماپا جا سکتا ہے۔ اس تحقیق کے لیے پاکستان کے تمام صوبوں یعنی پنجاب، کے پی کے، سندھ، بلوچستان، آئی سی ٹی، جی بی، اور اے جے کے سے متناسب ریٹیم سیمپل تکنیک کے ذریعے تین سو پچھتر سوشل ویلفیئر افسران کا نمونہ لیا گیا ہے۔ ایک کراس سیکشنل سروے کیا گیا ہے اور مطالعہ کے لیے ایک اچھی طرح سے تشکیل شدہ سوالنامہ استعمال کیا گیا ہے۔ نتائج اور نتائج اخذ کرنے کے لیے یونی ویریٹ، دو ویریٹ، اور ملٹی ویریٹ تجزیے کیے گئے ہیں۔ مطالعہ کے نتائج سے پتہ چلتا ہے کہ روحانی ذہانت، بالواسطہ اور بالواسطہ طور پر، پاکستان میں سماجی بہبود کے افسران کی ملازمت کی اطمینان پر اثر انداز ہوتی ہے۔ مطالعہ کے نتائج یہ بھی

بناتے ہیں کہ روحانی ذہانت نے سوشل ویلفیئر آفیسر کی تنخواہ اور ترقی، ملازمت کی حفاظت، کام کے بوجھ کی حیثیت، ساتھی کارکنوں کے ساتھ تعلقات، کام کا ماحول، اور تاثرات اور تعاون میں مثبت کردار ادا کیا ہے۔

Introduction

Social Workers work in different capacities generally and as Social Welfare Officers (SWOs) particularly. Similarly, Social Welfare Officers are working for the uplift of the marginalized and suppressed people (Johnson & Flynn, 2021). They are working at micro, mezzo, and macro levels while working for the welfare of deserving individuals, groups, and communities (Stoeffler, Joseph, & Creedon, 2020). Welfare services are being provided to support children, women, old aged, disabled, offenders, and patients (Popple, 2018). The main objective is to enhance the social functioning of relegated sections of society to include them in the mainstream survival and development. The spirit behind is rendering remarkable services for the curbed and to promote initiatives of well-being for the underprivileged people. The Working principle here is the provision of an equitable social protection system with equal participation of all in process of empowerment especially that of vulnerable segments of the society. The Social Welfare Officers are rendering welfare services, financial aid, rehabilitative skill development and legal aid, protection-based services to deserving and suppressed people. The Social Welfare Officers are working for the social, psychological, emotional, and financial relief of the vulnerable. The concept of spiritual intelligence was firstly discussed in 1999 by Robert Emmons, Zohar, and Marshall (Abbas, Bordbar, Moghadam, & Ali, 2018; Nazir & Nazir, 2018). Spiritual intelligence enables one to handle difficult situations and to enhance the working skills of Social Welfare Officers (Hameed & Siddiqui, 2021). So, it's very beneficial for the Social Welfare Officers for enhancing their work performance and job satisfaction.

The term intelligence refers to ability or competence that is a primarily connected concept (Schlegel & Mortillaro, 2019). Spiritual intelligence is "the ability to behave with empathy and wisdom while maintaining inner and outer peace (balance) regardless of circumstances"(Moafi, Momeni, Tayeba, Rahimi, & Hajnasiri, 2021). Spiritual intelligence is a way of knowing and connecting the inner life of the mind and soul with the outer life (Moafi et al., 2021; Mróz, Kaleta, & Skrzypińska, 2020; H. Singla, Mehta, & Mehta, 2021). Spiritual intelligence is one of the many types of intelligence that can be developed relatively independently (Anwar, Gani, & Rahman, 2020). Spiritual intelligence requires multiple ways of knowing and also connecting the inner life of the mind and soul with the outer reality of the world (Vasconcelos, 2020).

Spiritual intelligence and job satisfaction have been under consideration and discussion among Social Workers, policymakers, research scholars, and as well as academicians (Mapuranga, Maziriri, Rukuni, & Lose,

2021). It is evident that spiritual intelligence has favorable effects on job satisfaction among Social Workers generally and Social Welfare Officers particularly. The attribute of spiritual intelligence including critical existential thinking, personal meaning production, transcendental awareness, and conscious state of expansion is significantly contributing to strengthening relations among co-workers of Social Welfare Officers, benefit and firings, work conditions, and attitude among co-workers. As a result, the performance of the employees has also been increased in terms of job-oriented matters at welfare-oriented organizations. Hence, this study attempts to evaluate the spiritual intelligence and job satisfaction among Social Welfare Officers in Pakistan to fill the gap in the existing body of literature.

Research Objectives

- To examine socio-economic characteristics of Social Welfare officers in Pakistan
- To analyze the spiritual intelligence among Social Welfare Officers in Pakistan
- To measure the job satisfaction among Social Welfare Officers in Pakistan

Literature Review

Several studies show that the spiritual intelligence of the employees had a notable contribution towards job satisfaction in both developed and developing countries (Antunes, Silva, & Oliveira, 2018; Khorakian et al., 2020; Zappalà, 2021). The study asserts that spiritual intelligence provides new dimensions of life and improves the ability to deal with every matter of job performance (Abed & Bagheri, 2016; Abel, 2016). It had been argued that spiritual intelligence provides positive energy and creates a balance between mind and soul (Zappalà, 2021). It is reported through research findings that spiritual intelligence guides the internal and external harmony of a person for dealing with the difficult situations at hand during the job at the workplace (Khorakian et al., 2020). The study results assert that job satisfaction depends on spiritual intelligence (Alzubi, Alkhateeb, & Hiyassat, 2021). The claims of Khorakian et al. (2020) study are that spiritual intelligence support harmonious working relationships and the smooth running of an organization. The key findings of Ugwu et al. (2019) point out that spiritual intelligence and job satisfaction are linked with each other for smooth work performance. The study findings of Zappalà (2021) examine that spiritual intelligence increases the working abilities of workers and also creates a positive effect on their relationships with co-workers at the workplace. The report of Ahrari, Roslan, Zaremohzzabieh, Mohd Rasdi, and Abu Samah (2021) argues that a higher level of spiritual intelligence contributes towards the enhancement incapacity of professional workers.

It is observed that the relationship with co-workers is very useful for the employee's job satisfaction purpose (Azeem, De Clercq, & Haq, 2021; Trottier & Bentein, 2019). It is also pointed out that spiritual intelligence encourages employees to develop working relationships with their co-workers (Kim, Liu, Ishikawa, & Park, 2019; Krisnanda & Surya, 2019).

Job security is fundamental for Social Welfare Officers' job satisfaction and will increase their work efficiency (Falatah, Almuqati, Almuqati, & Altunbakti, 2021). Social Welfare Officers work for the betterment of disadvantaged individual groups and communities and their relationship with people and co-workers is essential. A healthy working, relationship positively enhance work performance and job satisfaction of employees at a workplace (Kašpárková, Vaculík, Procházka, & Schaufeli, 2018; Sarker & Ashrafi, 2018).

It has been observed that pay and promotion have been a source of motivation for the workers doing hard work (Gao, 2017; Suseno, Chang, Hudik, & Fang, 2021; Zappalà, 2021). It is also pointed out that spiritual intelligence enhanced the work engagement of workers with the help of pay and promotion initiatives (Khanam, 2021; Ugwu et al., 2019). It revealed that even in pressurizing situations spiritual intelligence has been encouraged to perform the duties regardless of the pay and promotion (Saini & Seema, 2021). The study asserted that pay and promotion and spiritual intelligence have been positively associated (Andrade, Miller, & Westover, 2021). It has been argued that pay and promotion were key factors for job satisfaction among Social Workers (Mo & Ho, 2021).

Ugwu et al. (2019) contend that with a higher level of spiritual intelligence, the sense of job security develops. As noted by Majidi and Moradi (2018) spiritual intelligence and job security were affected by employee job satisfaction ratios and in stressful situations, professional skills are affected to a great extent. The researchers reveal through their findings that with the help of spiritual intelligence, the level of job security increases, and employees are encouraged to enhance their work performance (Hasanuddin & Sjahruddin, 2017; Kaur, Sambasivan, & Kumar, 2013). The study by Koradžija, Žižek, and Mumel (2016) emphasizes that spiritual intelligence and job security have motivated employees to work as well as increased their job satisfaction. Anwar et al. (2020) argue that spiritual intelligence from an Islamic perspective provides a sense of job security to employees of any organization. Another study finds that spiritual intelligence and job security are sometimes affected by job satisfaction as well (Khorakian et al., 2020).

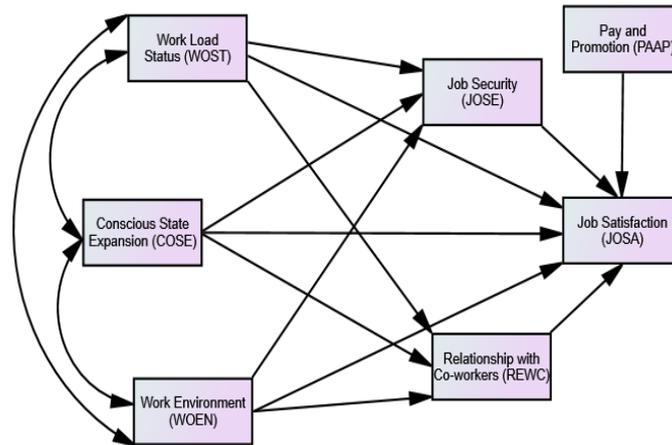


Figure 1: Diagram of Model

Methodology

For this study, a sample of three hundred seventy-four social welfare officers has been taken through a proportionate random sampling technique from all the provinces of Pakistan, namely Punjab, KPK, Sindh, Balochistan, ICT, GB, and AJK. A cross-sectional survey has been conducted and a well-structured questionnaire was used for the study. The uni-variate, bi-variate and multi-variate analysis has been done to draw results and conclusions from the current research inquiry.

Results and Discussion

The socio-economic characteristics of the Social Welfare Officers vary from officer to officer as depicted in Table 1. The data in the table indicates that 55.6 percent of the Social Welfare Officers came from urban residential backgrounds, 57.8 percent respondents were males, 55.0 percent belonged to an age bracket of 31 to 40 years and 71.9 percent had a master's degree in Social Work or Sociology (16 years) as their educational qualification. Further, most of the respondents had BPS-17 for performing their duties with the highest percentage of 81 percent. Likewise, most of the respondents i.e. 43.3 percent had 11 and more than eleven years of service experience as Social Welfare Officers. The study exposed that 98.7 percent of respondents had above 50,000 rupees as personal monthly income in Pakistani currency.

Table 1***The Socio-economic Characteristics of Social Welfare Officers***

Category	F	%	Category	F	%
Residential Area			Gender		
Rural	166	44.4	Male	216	57.8
Urban	208	55.6	Female	158	42.2
Total	374	100.0	Total	374	100.0
Age of the Social Welfare Officer			Educational Qualification		
Up to 30	106	29	BS (4 Years)	36	9.6
31 – 40	207	55	MA/MS	269	71.9
41 & Above	61	16	MS/M. Phil & Above	69	18.4
Total	374	100.0	Total	374	100.0
Marital Status			No. of Children		
Single	70	18.7	0-2	225	60.1
Married	248	66.3	3-4	117	31.3
Separated	16	4.3	5-6	19	5.1
Divorced	20	5.3	7-8	07	1.9
Widow	20	5.3	9 & Above	06	1.6
Total	374	100.0	Total	374	100.0
Family Size			Family Type		
1 to 3	49	13.1	Nuclear	127	34.0
4 to 6	173	46.3	Joint	209	55.9
7 & Above	152	40.6	Extended	38	10.2
Total	374	100.0	Total	374	100.0
Pay Scale			Experience (in Years)		
BS 16	23	6.1	Up to 5	83	22.2
BS 17	303	81.0	6 – 10	129	34.4
BS 18	48	12.8	11 & Above	162	43.4
Total	374	100.0	Total	374	100.0
Personal Monthly Income (PKR)			Family Monthly Income (PKR)		
40001 to 50000	05	1.3	40001 to 50000	12	3.2
50001 & Above	369	98.7	50001 & Above	362	96.8
Total	374	100.0	Total	374	100.0

Structural Equation Modeling

Testing of Model 1: The below-mentioned table indicates the direct effects of model 1 along with variable codes, standardized regression weights, and parameter estimates.

Table 2: Direct Effects of the Model

			Standardized				
Variables			Regression	Estimate	S.E.	C.R.	P
			Weights				
WOEN	--->	JOSE	.235	.265	.046	5.737	***
COSE	--->	REWC	.220	.406	.061	6.655	***
WOEN	--->	REWC	.459	.489	.038	12.784	***
COSE	--->	JOSE	.072	.141	.074	1.909	.056
WOST	--->	JOSE	.615	.637	.040	15.999	***
WOST	--->	REWC	.329	.322	.033	9.770	***
REWC	--->	JOSA	.274	1.017	.051	19.780	***
PAAP	--->	JOSA	.292	1.030	.024	43.271	***
JOSE	--->	JOSA	.280	.983	.043	23.086	***
WOST	--->	JOSA	.282	1.026	.046	22.514	***
COSE	--->	JOSA	-.018	-.125	.064	-1.939	.053
WOEN	--->	JOSA	.241	.955	.047	20.341	***
Covariances							
COSE	<-->	WOST		7.913	.859	9.210	***
WOEN	<-->	COSE		8.240	.814	10.124	***
WOEN	<-->	WOST		15.963	1.545	10.330	***
Variances							
WOEN				23.147	1.695	13.657	***
COSE				7.742	.567	13.657	***
WOST				27.474	2.012	13.657	***
e3				29.164	2.136	13.657	***
e1				9.111	.667	13.657	***
e2				6.252	.458	13.657	***
e4				6.159	.451	13.657	***
Chi-square = 501.389, DF = 6, <i>p_value</i> = .000, AGFI = .905, GFI = .921, CFI = .948, RMSEA = .06							

Hypothesis 1: Work environment, conscious state expansion, and workload status have direct effects on job security among Social Welfare Officers in Pakistan.

The data analysis confirms hypothesis no. 1 that work environment (Beta value = .235), conscious state expansion (Beta value = .072), and workload status (Beta value = .615) have direct effects on job security among Social Welfare Officers in Pakistan. Thus, the study findings accept hypothesis 1 with a calculated p_value of less than 0.05.

It is pertinent to mention here that the current study's results are aligned with the research findings of several studies on the same subject. Hence, job security had not only been based on a single factor but it involved multiple factors. Further, the study findings support several other studies already conducted in the similar nature of work environment and job security for the welfare workers (Bennett, 2019).

Hypothesis 2: Conscious state expansion, work environment, and workload status have direct effects on relationships with co-workers among Social Welfare Officers in Pakistan.

The research analysis confirms hypothesis 2 that conscious state of expansion (Beta value = .220), work environment (Beta value = .459), and workload status (Beta value = .329) have direct effects on relationships with co-workers among Social Welfare Officers in Pakistan. Thus, the study findings accept hypothesis 2 with a calculated p_value of less than 0.05.

The conscious state of expansion and workload status is necessary for a relationship among Social Welfare Officers working as co-workers at an organization (Biganeh et al., 2021; Heidarimoghadam, Saidnia, Joudaki, Mohammadi, & Babamiri, 2019). The work environment and workload status also significantly impact the relationships among co-workers (Dwyer, Siena, Wanner, & Wildeman, 2020). This study finding has also been supported by several other studies of the work environment, workload status, and relationship with co-workers (Ji, Huang, Li, Guo, & Rau, 2021; Matthews, De Winter, & Hancock, 2020; Walter & Schulze, 2021). Similarly, several studies have also differentially reported that findings of research conducted in both the developed and developing world supplement current research endeavor (Bates, Kesselring, Breunig, & Rieck, 2020; Chen, Dong, Han, & Zhou, 2020; Matthews et al., 2020).

Hypothesis 3: Relationship with co-workers, pay and promotion, and job security has direct effects on job satisfaction among Social Welfare Officers in Pakistan.

The data analysis confirms hypothesis 3 that Social Welfare Officers' relationships with their co-workers (Beta value = .274) pay and promotion (Beta value = .292) and job security (Beta value = .280) has direct effects on

their job satisfaction in Pakistan. Thus, the study findings represent hypothesis 3 being accepted with a calculated p_value of less than 0.05.

The Social Welfare Officers' relationships with co-workers' pay promotion and job satisfaction have been found as an obligatory action for the job satisfaction of these workers (Lopes & Oliveira, 2020; Orgambídez, Millán, Domínguez, & Borrego, 2021). Different study results also support the fact that pay and promotion significantly cast positive effects on the job satisfaction of Social Welfare Officers (Hantula, 2015).

Hypothesis 4: Workload status, conscious state expansion, and work environment have direct effects on job satisfaction among Social Welfare Officers in Pakistan.

The analysis confirms hypothesis 4 that workload status (Beta value = .282), conscious state expansion (Beta value = -.018), and work environment (Beta value = .241) have direct effects on job satisfaction among Social Welfare Officers in Pakistan. Thus, the study findings accept hypothesis 4 with a calculated p_value of less than 0.05.

It is pertinent to mention here that the results of the present study are in line with the results of several studies on the same subject. Further data findings were that the conscious state of expansion, work environment, and relationships with co-workers had been quite necessary for enhancing job satisfaction and spiritual intelligence of Social Welfare Officers (Moafi et al., 2021; Parattukudi, Maxwell, Dubois, & Bédard, 2021; Torlak, Kuzey, Sait Dinç, & Budur, 2021). The friendly work environment supports the workers and they attain a sense of satisfaction from their jobs (Hasanuddin & Sjahrudin, 2017). At the same time, the expansion of the conscious state and work environment also contribute to the job satisfaction of Social Welfare Officers (Koražija et al., 2016). On the other hand, the results of this study differed from some of the already conducted research in both the developing and developed world.

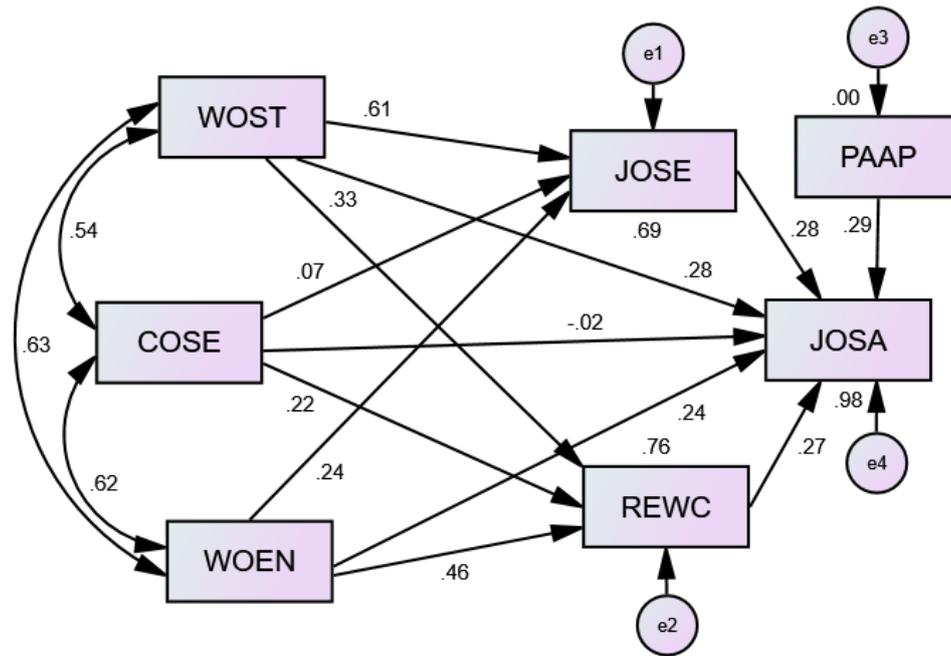


Figure 2: Model Fit Diagram of Model

Indirect Effects of the Model:

Table 3 indicates the indirect effects of model 1 along with the indirect path, unstandardized regression weights, and parameter estimates.

Hypothesis 5: Conscious state expansion has an indirect effect on job satisfaction among Social Welfare Officers in Pakistan through the mediation of relationships with co-workers.

The data findings confirm hypothesis 5 that conscious state expansion had an indirect effect on job satisfaction among Social Welfare Officers in Pakistan through the mediation of relationships with their co-workers. Based on the study finding, hypothesis 5 was confirmed with the p_value of less than 0.05.

The relationship with co-workers has been a mediating factor between conscious state expansions and job satisfaction of Social Welfare Officers for their optimized satisfaction (Itzkovich & Heilbrunn, 2016; Tsai, Nolasco, & Vaughn, 2018). Hence, the relationships of Social Welfare Officers with co-workers had not been based on any single factor but the whole, they involved multiple factors (Min, Ki, & Yoon, 2021; Scanlan, Devine, & Watkins, 2021).

Table 3 Indirect Effects of the Model

Indirect Path	Unstandardized Estimate	Lower	Upper	P-Value	Standardized Estimate
COSE --> REWC --> JOSA	0.413	0.182	0.672	0.001	0.060***
COSE --> JOSE --> JOSA	0.138	-0.133	0.383	0.425	0.020
WOST --> REWC --> JOSA	0.327	0.242	0.411	0.001	0.090***
WOST --> JOSE --> JOSA	0.626	0.520	0.749	0.001	0.172***
WOEN --> REWC --> JOSA	0.497	0.391	0.608	0.001	0.126***
WOEN --> JOSE --> JOSA	0.261	0.150	0.361	0.002	0.066**

Significance of Estimates: *** $p < 0.001$, ** $p < 0.010$, * $p < 0.050$, † $p < 0.100$

Hypothesis 6: Conscious state expansion has an indirect effect on job satisfaction among Social Welfare Officers in Pakistan through the mediation of job security.

The results analysis confirms hypothesis 6 that conscious state expansion had an indirect effect on job satisfaction among Social Welfare Officers in Pakistan through the mediation of job security. Based on the study findings, hypothesis 6 has been confirmed with a p -value of less than 0.05.

It is appropriate to mention here that the study findings are associated with the results of several other studies already conducted on the subject (Anskär, Lindberg, Falk, & Andersson, 2019; Blackwood, Bentley, Catley, & Edwards, 2017; Bragança, Arezes, Carvalho, Ashdown, & Leão, 2018; Caffaro, Micheletti Cremasco, Roccato, & Cavallo, 2017). Job satisfaction and work environment are indirectly get affected by pay and promotion initiatives (Belias, Rossidis, Papademetriou, & Mantas, 2021; Blanz, 2017). Furthermore, relationships with co-workers have been based not only on a single factor but they involved multiple factors (Cabelkova, Abrham, & Strielkowski, 2015; Clossey, Solomon, Hu, Gillen, & Zinn, 2018; Dalkilic, Cimen, & Ramazanoglu, 2015). On the other side, the current study had differed from the study findings already conducted by some researchers in both the developing and developed worlds (Dordunu, Owusu, & Simpson, 2020; Heydari, Meshkinyazd, & Soudmand, 2017; Qadri, Hassan, & Sheikh, 2017; Zakariaa & Abdullahe, 2018).

Hypothesis 7: Workload status has indirect effects on job satisfaction among Social Welfare Officers in Pakistan through the mediation of relationships with co-workers.

The analysis confirmed hypothesis 7 that workload status has an indirect effect on job satisfaction among Social Welfare Officers in Pakistan through the mediation of relationships with their co-workers. On the bases of the study findings, hypothesis 7 has been confirmed with a p_value of less than 0.05.

The workload status has enhanced the job satisfaction of Social Welfare Officers (Chihara & Seo, 2017; Eroglu, Yilmaz, & Kayacan, 2015). With moderate workload status, Social Welfare Officers are more satisfied with their jobs (Heidarimoghadam et al., 2019). Furthermore, their relationships with co-workers had not only been based on any single factor but they involved multiple factors (Ahrari et al., 2021; Bakotić, 2016).

Hypothesis 8: Workload status has indirect effects on job satisfaction among Social Welfare Officers in Pakistan through the mediation of job security.

The data analysis supports hypothesis 8 that workload status had an indirect effect on job satisfaction among Social Welfare Officers in Pakistan through the mediation of job security. Based on the study findings, hypothesis 8 has been confirmed with a p_value of less than 0.05.

It is appropriate to mention here that the above-mentioned study findings are associated with the study findings of several studies on the same subject (Abri, Vosoughi, Abolghasemi, Rahimi, & Ebrahimi, 2021; Paek, 2021; Sender, Arnold, & Staffelbach, 2017). With reasonable workload status, Social Welfare Officers tend to be more satisfied with their jobs (Chung & Kim, 2017). On the other side, current study findings had also differed from different studies already conducted by several researchers in both the developing and developed world (Heydari et al., 2017; Qomariah, 2020; Sogolitappeh, Hedayat, Arjmand, & Khaledian, 2018).

Hypothesis 9: Work environment has indirect effects on job satisfaction among Social Welfare Officers in Pakistan through the mediation of relationships with their co-workers.

The analysis confirms hypothesis 9 that the work environment has an indirect effect on job satisfaction among Social Welfare Officers in Pakistan through the mediation of relationships with their co-workers. Based on the study findings, hypothesis 9 has been confirmed with a p_value of less than 0.05.

It is appropriate to mention here that the present study findings had been associated with the study findings of several studies on the subject (Demirkol, 2021; Giel & Breuer, 2021; Mo & Ho, 2021; Norbu & Wetprasit, 2021). Further, the study results were supported with several research studies conducted in the similar nature of the relationship of Social Welfare Officers with their co-workers (Ahrari et al., 2021; Bakotić, 2016; Biganeh et al., 2021; Gholipour Soleimani & Einolahzadeh, 2017).

Hypothesis 10: Work environment has indirect effects on job satisfaction among Social Welfare Officers in Pakistan through the mediation of job security.

The data analysis supported hypothesis 10 that the work environment has an indirect effect on job satisfaction among Social Welfare Officers in Pakistan through the mediation of job security. Based on the study findings, hypothesis 10 has been confirmed with a p -value of less than 0.05.

A healthy and peaceful work environment significantly influence the job satisfaction of Social Welfare Officers (Asumah, Agyapong, & Owusu, 2019; Gómez García, Alonso Sangregorio, & Lucía Llamazares Sánchez, 2018). On the other side, this study's findings differed from some of the already conducted studies in both the developing and developed world (Krisnanda & Surya, 2019; Muhdar, 2018; Samul, 2020; B. Singla & Kaur, 2019).

Conclusion

The overall conclusion of research based on this study explains that spiritual intelligence has favorable effects regarding job satisfaction. Spiritual intelligence provides positive energy and creates a balance between mind and soul. Spiritual intelligence increases the working abilities of professional workers and also creates a positive effect on the relationship with co-workers at the job place. Similarly, spiritual intelligence significantly affects the working skills and provides positive energy for achieving goals among workers. A higher level of spiritual intelligence positively influences every segment of life and also contributes towards job satisfaction. Spiritual intelligence guides internal and external harmony to deal with the difficult situations of the job at workplace. It has been observed that pay and promotion have been significant factors to motivate the workers for doing hard work. Similarly, with the help of spiritual intelligence, the level of job security increases among employees and encourages them to enhance their job satisfaction levels. Spiritual intelligence has eliminated workload pressure and also increased job satisfaction, generally. Similarly, it has been observed that spiritual intelligence has positively affected the work environment which is quite necessary useful for the job satisfaction of any employee. Further, it is argued that spiritual intelligence enables employees to give their opinions and help co-workers in the development of the organization. Hence, this is concluded that spiritual intelligence in Social Welfare Officers has contributed towards job satisfaction of Social Welfare Officers in Pakistan. The study findings show that spiritual intelligence, directly and indirectly, affects job satisfaction among Social Welfare Officers in Pakistan. The study has also concluded that spiritual intelligence has positively contributed to the enhancement of Social Welfare Officer's pay and promotion, job security, workload status, relationship with co-workers, work environment, and feedback and support.

Recommendation

The study recommends the following research areas for future job satisfaction-related studies.

The directorate of Social Welfare along with allied institutions and departments should increase the pay and promotion of the concerned officers based on meritocracy. This study recommends that Social Welfare Officers should identify break times for tea to conduct healthy discussions with their counterparts to create a friendly environment with their colleagues at the workplace and to strive for better service delivery to the concerned populace.

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