

Exploring the Impact of Emotional and Spiritual Intelligence on Job Satisfaction and Turnover Intention: Evidence from Mobile Telecommunication Companies in Ghana

Benard Korankye ^{1*}, Evelyn Amakyewaa²

^{1,2} School of Management, Jiangsu University, China

* Corresponding author: righteous20@gmail.com

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Purpose- Several critical factors contribute to employees' satisfaction or an attempt to stay with an organization. This paper aimed to explore the impact of emotional and spiritual intelligence on job satisfaction and turnover intention among employees in the telecommunication companies in Ghana.

Design/Methodology- A cross-section research design approach was adopted. A questionnaire was used to gather data from employees in MTN, Vodafone, and Airtel-Tigo in the Kumasi Metropolis Ghana through a simple random sampling approach. Statistical Package for Social Sciences (version 26) was to process data into tables and figures to help us undertake the descriptive, correlation, and multiple regression analysis.

Findings- The study results indicate that emotional intelligence positively influences the job satisfaction and turnover intentions of employees. Spiritual Intelligence was found to influence job satisfaction positively but had a negative impact on the turnover intention of employees in mobile telecommunication companies.

Practical Implications- The findings highlight the relevance of emotional and spiritual intelligence in promoting job satisfaction and turnover intention relative to emotional intelligence specifically. Furthermore, it would aid organizations in the sector with a huge workforce and large customer base to critically assess issues relating to emotional and spiritual intelligence to enhance job satisfaction and minimize the intent to leave the organization.

Introduction

Organizational success is dependent on various factors, which are mostly influenced by certain behaviors and attitudes from employees and management (Yun et al., 2015). Aside from policies and laid down procedures that contribute to the organization's efficiency, there are important personal attributes that emanate from the human resources employed, which also augment the organization's efforts (Al-edenat & Alhawamdeh, 2019). Two essential elements that contribute to every organization's growth are the emotional and spiritual intelligence demonstrated by employees (Jung & Yoon, 2012). According to Miao et al. (2018), emotional and spiritual intelligence have now become a subject for discussion by business managers, psychologists, researchers, and an element of concern in the field of organizational behavior. This is because working is deemed to have become more relational than individualistic and would require every employee to come on board to progress. Additionally, the diverse workforce in various organizations calls for collaboration, teamwork, a sense of belonging, and co-operation to obtain organizational outcomes such as reducing turnover and satisfaction. According to the study, this calls for some level of emotional and spiritual Intelligence (Pinna et al., 2020).

Sony & Mekoth (2016) explains emotional intelligence to be a part of social intelligence, which tend to be the tendency to monitor one's own and others emotions and feelings, make a choice out of deductions made from these emotions and use the information to straighten your actions, to think and how to react in situations. Jung & Yoon (2012) believes that the emotional quotient is as relevant as a personal attribute that contributes to an organization's growth. The study further states that successful organizations would need employees who can control, manage, and communicate their emotions and feelings without jeopardizing the organization's effort. Additionally, emotional intelligence is an essential component in every organization's working environment because it leads to several work outcomes such as job satisfaction, performance, and turnover intentions (Prati et al., 2003).

Rostami et al. (2014) indicated that spiritual intelligence is an important construct necessary for the growth and survival of an organization because it aids the development of essential outcomes at the workplace by employees. Spiritual Intelligence is said to have become an integral part of the management of an organization. Spirituality creates the beliefs and traditions of the organization. It is the knowledge of yourself as the spirit or soul and considering your highest spiritual virtues and attributes: happiness, pureness, harmony, and enjoyment. Spiritual Intelligence manifests inherent spiritual values through the individual's behavior, actions, and thoughts (Osman-Gani et al., 2017). Spiritually intelligent people understand and apply their beliefs, enjoy their work, faithful, and are conscious of their cultural background. They are more accountable, trustworthy, and efficient. The organization is safe in their hands. Spiritual Intelligence makes employees more committed to the organization, thereby limiting turnover and promoting satisfaction. Spiritual Intelligence can be improved through training (Watson et al., 2018).

Employees who are satisfied offer superior services to their organization. Once they become satisfied, they demonstrate it through other forms of behavior. Therefore, job satisfaction must be the priority of an organization to put its employees in a state where they enjoy being with the organization. Once satisfied, leaving the organization becomes a secondary issue, reducing labor turnover (Saridakis et al., 2020). Employee turnover is a frequent occurrence in an organization. It may be a resignation, firing, or death of a member of the company. The turnover of employees is optional or compulsory. An employee's intention to walk away from an organization based on considerations such as the desirable quality of the current job and the existence of other working alternatives is optional. On the other hand, compulsory termination or employee attrition is a decision of an employer to end a working partnership and not be regulated by the staff member feeling it (Lee, 2017; Robinson, 2006).

Yoon et al. (2001) indicate that spiritual and emotional intelligence will be satisfied with their work, translating into committing to the organization other than leaving. On this basis, this study sort to ascertain the impact of spiritual and emotional intelligence on job satisfaction and turnover intention among employees in selected Mobile Telecommunications Company in Ghana.

Research Gap.

Emotional and spiritual intelligence are two critical elements that affect both employees and the organization simultaneously and have become a significant concern to employers. However, in the Ghanaian set-up, emotional and spiritual intelligence has been heard off, little research has been done on them, especially in spiritual intelligence. Tagoe & Quarshie (2016) looked at emotional intelligence among nurses in the capital of Ghana, Accra. Dartey-Baaha & Mekporb (2017) also looked at the issue of emotional intelligence concerning leadership style. Dordunu et al. (2020) researched spiritual intelligence and religiosity among accountants in the country. The current research on these two elements indicates the growing concern of emotional and spiritual intelligence in the country. This research would contribute to the knowledge of spiritual and emotional intelligence by determining how they affect employees' job satisfaction and their intention to leave an organization using some selected mobile telecommunication companies as a reference point.

Research Objectives

1. To determine the impact of emotional intelligence on job satisfaction.
2. To determine the impact of emotional intelligence on turnover intention.
3. To determine the impact of spiritual intelligence on job satisfaction.
4. To determine the impact of spiritual intelligence on turnover intention.

Research Questions

1. Is there any relationship that exists between emotional intelligence and job satisfaction?
2. Does emotional intelligence affect turnover intention?
3. Is there any relationship that exists between spiritual intelligence and job satisfaction?
4. Does spiritual intelligence affect turnover intention?

Literature Review

Emotional Intelligence

Emotional intelligence is an essential aspect of social intelligence and a person's capacity to comprehend and govern their thoughts and feelings. Moreover, they are also able to use that intelligence to navigate their actions. Emotional intelligence helps a person promote self-feelings, stay optimistic, and nourish relationships (Elfenbein & MacCann, 2017). In business situations, it is acknowledged that Emotional Intelligence makes it easier for management and employees to define and recognize emotions and integrate them to manage themselves and their relationships with others (Sony & Mekoth, 2016a).

Emotional intelligence, according to a study by Mayer et al. (2016), refers to individuals capacity to accurately perceive, evaluate and express their emotions; the tendency to generate emotions which facilitate how an individual thinks; the ability to understand emotions, and finally the tendency to regulate emotions and promote the growth in one's emotional intelligence. The study conceptualized emotional intelligence into four dimensions, which are stipulated in table 1 below:

Table 1 - Dimensions of emotional Intelligence

Dimensions of EI	Description
Self-emotional appraisal (SEA)	This is where an individual assesses and express his or her own emotions. People also can understand and communicate their emotions naturally. People with higher emotional intelligence are likely to acknowledge and demonstrate their emotions very well before others.
Other's emotional appraisal (OEA)	This is where a person can evaluate and give recognition to other emotions. In this instance, a person perceives and comes to appreciate people's emotions surrounding him or her. People with high EI are more sensitive and pay attention to others' feelings and emotions to the extent of reading their minds and actions.
Regulation of emotion (ROE)	This is where a person regulates their emotions and feelings—people's ability to control their emotions, which facilitate the speedy recovery from psychological distress.
Use of emotion (UOE)	This is where people use their emotions to influence performance. This occurs when individuals use their emotions by directing them towards a constructive activity and improving personal performance.

Source: (Mayer et al., 2016).

Goleman (1998) also had a different perspective on EI and grouped EI into five components: self-awareness, self-regulation, motivation, empathy, and social skills. However, to have a more acceptable meaning to EI, Boyatzis et al. (2000) summed these components into four which are self-awareness, self-management, social awareness, and relationship management.

Spiritual Intelligence

According to Hanefar et al. (2016), spiritual intelligence is the set of attributes that people use to relate, express, and personify spiritual resources, values, and character traits in ways that maximize their daily functioning and well-being. Spiritual Intelligence is also people's capacity to think and act wisely and compassionately while preserving inner and outer tranquility, regardless of the circumstances (Sharma, 2017). Spiritual Intelligence enhances the ability of individuals to appreciate others from a better perspective. Spiritual Intelligence enables an individual to discern both the 'true cause' of behavior without judgment and serve others' 'true needs' until they gain knowledge to satisfy their own demands (Ramachandaran et al., 2017). Spiritually intelligent people are said to have the capacity to solve challenges through the use of spiritual resources. They are very conscious, full of conviction, and relate to everyday occurrences with beautiful ideas (Emmons, 2000). The study categorized spiritual intelligence into seven dimensions, which are indicated in table 2

Table 2 - Dimensions of spiritual Intelligence

Dimensions	Description
Divinity	Means the emotion about greater power and resource of energy
Mindfulness	It means a physical process like eating some unique foods or involving in some practices like Yoga
Extrasensory perception	The skill to know things that cannot be known by the regular use of the senses (the sixth sense of people)
Community	Means contributing to social practices like charitable organizations
Intellectuality	Means tendency and dedication of people to read about spiritual and holy matters
Trauma	Means stresses caused by the death and illness of other people
Childhood spirituality	It means people childhood spiritual experiences, like reading holy books or going to church

Source: (Emmons, 2000).

Hunt (2016) also sees spiritual intelligence as competence through which persons recognize and resolve meaning and importance. It also characterizes the intelligence that people can position their actions and their lifestyles in a broader and richer context, which gives a sense.

Job Satisfaction

Liu et al. (2016). Job satisfaction is a gratifying or favorable emotional response from assessing one's job or work experience. It is the employee's interpretation of how well things are offered that are deemed essential. Job satisfaction is among the most important and widely researched concepts in the field of organizational behavior. Employees with positive feelings regarding their job have a high level of job satisfaction, whereas individuals with ill feelings regarding their career have a low job satisfaction level (Biswas & Mazumder, 2017).

Job satisfaction is essentially an attribute of three parameters that are generally recognized. First, how the employee feels emotionally about the job and the level at which the job creates challenging activities, opportunities to learn, and employee empowerment. The nature of the work itself is the most critical factor influencing job satisfaction (Munir & Rahman, 2016). Second, job satisfaction is sometimes determined based on the relationship between the employee's overall productivity and the employee's preconceptions. The targets might be in the context of financial remuneration or gratitude from supervisors, or like progressing in the organization. The compensation package is the indispensable factor that mostly arises when you address job satisfaction (Allouzi et al., 2018). Lastly, the type of assistance that an employee gets from superior or fellow employees in their company and the degree to which supervisors and fellow employees are highly professional and socially supportive. Interconnectedness, responses, emotional support, and collaboration with colleagues outside the organizational premises are closely correlated to job satisfaction. Cooperative coworkers or team members are believed to be a significant source of job satisfaction. A successful working group or productive team makes the job more rewarding and fulfilling (El-Badawy & Magdy, 2015).

Turnover Intention

Turnover intention is described as the consolidating factors which make an employee not content with his or her job, have the notion of quitting, have the impression of finding out other jobs, and a chance to pursue the same job in different organizations (Kerdngern & Thanitbenjasith, 2017). It is believed that turnover intentions mostly manifest in two ways. One is where an employee is thinking, pushing, and deciding to opt-out from an organization or quit from his or her job with a company for the same or another job in a different company. The latter is also when an organization decides to part ways with an employee by relieving them from a position or job they hold in an organization (Lee, 2017).

Bright (2018) indicates that turnover intention is an employee's or organization's act of physically separating from the immediate employer or employee and abdicating the job's obligations. The study further shows that workers' high turnover levels may affect the efficiency, consistency, reliability of business services, discourage remaining employees, and foster a sense of resentment among the customer base of a company. In general, turnover is correlated with the loss of valuable resources, mainly when seasoned workers leave. However, it must be noted that the decision to leave is underpinned by the contemplations of employees and the organizations. This has been understood as turnover intentions and according to Campbell et al. (2014). It's the cognitive process of thinking about abandoning one's job, contemplating leaving, or feeling the urge to go.

Emotional Intelligence, Job Satisfaction, and Turnover Intention

The researcher's interest has been drawn to the chapter of emotional intelligence as evidence is indicated in Tagoe & Quarshie's (2017) research work, which shows that Emotional Intelligence is a crucial predictor of job satisfaction and other work-related output. In a research work by Trivellas et al. (2013), which investigates the

influence of emotional intelligence on job satisfaction and turnover intentions, it was found that EI has a significant impact on these two variables. The study also concluded a positive and significant relationship between emotional intelligence and job satisfaction, commitment and turnover intention. The research results supported the gender difference in relation to emotional intelligence, with females revealing higher scores on emotional intelligence than their male counterparts (Anari, 2012). Furthermore, Emdady & Bagheri (2013) also establish a positive relationship between emotional intelligence and job satisfaction regarding Sana Company workers in the Republic of Iran. Trivellas et al. (2014) examined the influence of emotional intelligence on job satisfaction, organizational commitment, and nurses' turnover intention. The hypothesized relationships were established with EI showing a strong and positive relationship with job satisfaction but showing a significant and negative relationship with turnover intention. However, the study concluded that nurses presented a higher degree of EI tend to be more satisfied with their work and had a lower intention to leave their jobs. Sy et al., (2006) study explored the correlation between workers' emotional intelligence, emotional intelligence of managers, job satisfaction of employees, and performance of 187 food service employees from nine different locations within the same restaurant franchise. The study found that the emotional intelligence of employees has been positively correlated with job satisfaction and performance.

Moreover, the emotional intelligence of managers had a more positive relationship with job satisfaction. Emotional intelligence is said to produce various work outcomes and behavior, including turnover intentions. The study believes EI is positively correlated to turnover intentions (Feyerabend et al., 2018). On these premises, the study put forward the following hypothesis:

H1 – Emotional Intelligence positively influences job satisfaction.

H3 – Emotional Intelligence positively influences turnover intention.

Spiritual Intelligence, Job Satisfaction, and Turnover Intention

Nodehi & Nehardani (2013) examined the connection between job satisfaction and spiritual intelligence among 215 Mashhad high school teachers. They employed five items to assess job satisfaction (Coworkers' relationship, the job itself, salary, supervision, and promotional opportunity). Results reveal that spiritual intelligence affects job satisfaction significantly. Amin Mohamed et al. (2004) indicate that spiritually intelligent employees usually feel satisfied with their work and an individual's commitment to the organization and work when the spiritual element of the individual's personality is greater. The study also shows that a spiritually intelligent person has no intention to quit his or her organization. Again, it has been stated that spiritually intelligent workers are happier and deeply integrated and peaceful (George, 2006). According to the same study, these persons have a definite sense of identity, discern the true meaning of events and situations, and make work worthwhile. This implicitly assumes that a spiritually intelligent person better adapts and tolerates situations and attempts to impact any circumstance substantially. Therefore, the turnover to quit the organization will not be there for spiritually intelligent employees. Khorshidi & Ebadi, (2012) investigated the influence of spiritual intelligence on employee job satisfaction among workers in public universities in Tehran. The outcome showed that spiritual intelligence has a significant and positive impact on job satisfaction. The study proposes the following hypothesis:

H2 – Spiritual Intelligence positively influences job satisfaction.

H4 – Spiritual Intelligence positively influences turnover intention.

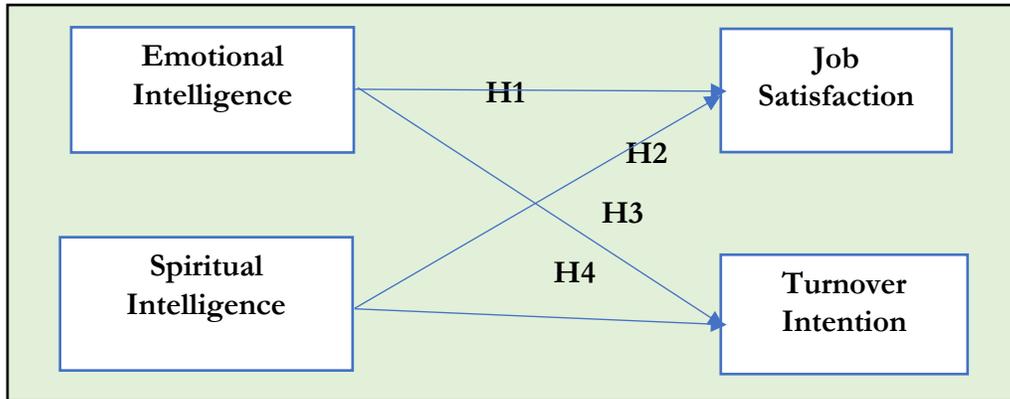


Figure 1 - Conceptual framework of the study.

Research Methodology

Research Design

The research design stipulates the ways and methods through which data can be obtained to undertake an analysis. It indicates the sources and the kind of information to be gathered. This study adopted the cross-sectional approach, which is frequently used by researchers in education and social sciences. A cross-sectional study aims to collect and analyze data from various groups of people whose interests vary but may have certain characteristics similar to educational background and socioeconomic status (Kothari, 2004). A cross-sectional survey was conducted to collate field data from respondents of the selected mobile telecommunication companies in Ghana. This study seeks to shed more light on the impact of emotional intelligence and spiritual intelligence on job satisfaction and turnover intention. The value or quality of the survey approach is its applicability to current human circumstances in real life. The researcher will use the survey approach because its findings explicitly relate to the everyday life of the average reader

Research Population, Sampling, and Sample Size

The research population refers to individuals or objects, which are the main focus of the study. This study's population is the employees of the selected mobile telecommunication companies in Ghana who work in their designated offices within the Kumasi Metropolis.

Sampling refers to the method used in selecting individuals/objects or a subset of the population of study to make statistical inferences from them and determine the features of the entire population. The research adopted the random sampling approach to collect information from MTN, Vodafone, and Airtel-Tigo employees. The study's total sample size is 118 employees with 43 from MTN, 38 from Vodafone, and 37 from Airtel-TIGO in Ghana who has worked in their respective companies for over one year.

Table 3 - Population, Sample Size, and Sampling techniques

Type of Mobile Telecommunication Company	Unit of analysis (population of study)	Sample size	Sampling technique
MTN GHANA	Employees	43	Random
VODAFONE GHANA	Employees	38	Random
AIRTEL-TIGO	Employees	37	Random

Research Instrument and Data Collection.

The study adopted the survey approach where a questionnaire was used as a principal medium to solicit information from respondents from the chosen mobile telecommunication companies after defining the reason for carrying out this study. The questionnaire was divided into two sections, with the first aspect indicating information relating to the respondents' demographic features. The subsequent section called on respondents to the questions on emotional Intelligence, Spiritual Intelligence, job satisfaction, and turnover intention using the provided Likert scale ranging from 1(strongly disagree), 2(disagree), 3(neutral), 4(agree), and 5(strongly agree). One hundred forty-five questionnaires were sent out online to these employees, 55 to MTN employees, 45 to Vodafone employees, and 45 to Airtel-Tigo employees. One hundred eighteen of the questionnaires were filled and submitted, indicating a response of 81%, which was further adapted and used for the study's analysis.

Operationalizing Variables.

Emotional intelligence was measured by 8items taken from Wong et al. (2002). Spiritual Intelligence was measure by 9items adopted from King (2008). Job satisfaction was measured using 6items adopted from Weiss et al. (1967), which is popularly documented as Minnesota Studies Questionnaire (MSQ). The turnover intention was measured by 5items obtained from Ahmed et al. (2014).

Data analysis and Presentation.

The data gathered was analyzed using the Statistical Package of Social Sciences (SPSS 26). For the benefit of proper analysis and clarity, data was processed into mathematical tables and charts. All errors were identified, corrected, and coded to ensure proper processing of the data gathered. This enabled the study to also test for the reliability, validity, and accurateness of the data. The collected data were analyzed quantitatively. Correlation analysis was done to determine the correlations or relationships that exist between independent variables and dependent variables. Additionally, multiple regression analysis was initiated to define relationships among variables being studied.

Model specification

The multiple linear regression models used for this research is indicated in mathematical terms as follows:

$$JS = \beta_0 + \beta_1 EI_1 + \beta_2 SI_2 + \mu_i \quad \text{Eq (1)}$$

$$TI = \beta_0 + \beta_1 EI_1 + \beta_2 SI_2 + \mu_i \quad \text{Eq (2)}$$

Where JS = Job Satisfaction (DV), TI= Turnover Intention (DV), EI = Emotional Intelligence (IV), and SI = Spiritual Intelligence (IV).

Demographic characteristics of respondents.

The majority of the respondents were females, belonged to the 18-30years age bracket, had a bachelor's degree, are married, had been with their organization for 1-5years, and are Christians. The demographic characteristics of the 118 respondents are indicated in table 4 below.

Table 4 - Demographic Characteristic of Respondents

Demographics		Frequency(n=118)	Percentage (%)
Gender	Male	57	48.3
	Female	61	51.7
Age	18-30	45	46.6
	31-40	29	24.6
	41-50	19	16.1
	51-60	15	12.7



Educational qualification	WASSCE	17	14.4
	HND	29	24.6
	Bachelor degree	52	44.1
	Master degree	12	10.1
	PhD	8	6.8
Marital Status	Single	52	44.1
	Married	61	51.7
	Divorced	5	4.2
	1-5years	46	39.0
Organizational tenure	6-10years	43	36.4
	11-15years	20	16.9
	16years and above	9	7.6
Religious Affiliation	Christianity	92	78.0
	Islam	26	22.0
	African traditional	-	-
	Others	-	-

Descriptive Statistics

Table 5 below records the mean, standard deviations, and the number of observations. Spiritual intelligence records the highest mean of 4.8107 and the least standard deviation of 0.33296. Job satisfaction, turnover intention, and emotional intelligence record a mean of 3.7119, 4.4576, and 3.8432, respectively, and standard deviation of 0.47375, 0.38715, and 0.47737, respectively.

Table 5 - Mean and standard deviations of study variables

Variables	N	Mean	Std. Deviation
Job Satisfaction	118	3.7119	.47375
Turnover Intention	118	4.4576	.38175
Emotional Intelligence	118	3.8432	.47737
Spiritual Intelligence	118	4.8107	.33296
Valid N (Listwise)	118		

Validity and Reliability

The Cronbach's Alpha coefficient is mostly used to ascertain the measurement model's reliability when most of the questions used were evaluated using the Likert scale. When the Cronbach Alpha score is more than 0.7 or higher, the model is deemed good, acceptable, and reliable. From table 6 below, the Cronbach alpha values reported are greater than 0.7. The study concludes that the measurement model is reliable.

Table 6 - Summary of Cronbach Alpha values

Variables	Model 1 – Job Satisfaction		Model 2 – Turnover Intention.	
	Cronbach Alpha	No. of items	Cronbach Alpha	No. of items
EI	.823	14	.738	13
SI	.734	15	.767	14

- Predictors: (Constant), Emotional Intelligence, Spiritual Intelligence
- Dependent Variables: Job Satisfaction, Turnover Intention.

Correlation Analysis.

The Pearson correlation analysis was conducted to ascertain the relationship between the independent variables and dependent variables. The significant level for all correlation coefficient was set at the 0.05 level (2-tailed). The strength of the relationship can be determined through a person correlation (r). When $r = 0$, it means there is no correlation. When $r = 1$, then there is a perfect correlation, and when $r = -1$, then there is a negative correlation. The guidelines for the strength of the relationship matrix of correlation among variables is; ($r=0.10$ to 0.29 or $r=-0.10$ to -0.29 means small correlation), ($r=0.30$ to 0.49 or $r= -0.30$ to -0.49 means medium correlation) and ($r= 0.5$ to 1 or $r= -0.5$ to 1 means strong correlation) (Hair et al., 2010).

Table 7 below stipulates the correlation is significant, i.e., there is a strong correlation between emotional intelligence and job satisfaction, which reports $r=0.774$. In contrast, there is a small correlation between spiritual intelligence and job satisfaction, which reports $r=0.133$. This outcome supports the literature review's assertion that emotional intelligence and spiritual intelligence both correlate with job satisfaction. Tagoe & Quarshie (2017) agreed that emotional intelligence positively affects employees' job satisfaction. Emdady & Bagheri (2013) indicated that satisfied employees turned to demonstrate high emotional intelligence at the workplace. This is shown in the table below, and therefore, hypothesis 1 is accepted. Khorshidi & Ebadi (2012) alluded to the fact that spiritual intelligence positively affects job satisfaction. Employees who are satisfied turn to exhibit a high spiritual intelligence level (Nodehi & Nehardani, 2013). Therefore, hypothesis 3 is accepted.

Table 7 - Correlational analysis between emotional intelligence, spiritual intelligence, and job satisfaction.

	Job Satisfaction	Emotional Intelligence	Spiritual Intelligence
Pearson Correlation	JS	1.000	
	EI	.774	1.000
	SI	.133	-.140

Table 7 depicts a positive, significant, and strong correlation between emotional intelligence and turnover intention where $r=0.605$. However, there is a negative correlation between spiritual turnover and turnover intention. Based on the outcome, the study agrees to the assertion initially made in the literature review that emotional intelligence correlates with turnover intention but rejects any assertion of the same regarding spiritual intelligence and turnover intention. Panagiotis Trivellas et al. (2014) agree with the assertion that emotional intelligence has a positive effect on workplace turnover intention. Spiritual Intelligence is also said to have a negative impact on turnover intention, as shown in (Dordunu et al., 2020). This, therefore, implies hypothesis 3 is accepted, but hypothesis 4 is rejected.

Table 8 - Correlational analysis between emotional intelligence, spiritual intelligence, and turnover intention.

		Correlations		
		Turnover Intention	Emotional Intelligence	Spiritual Intelligence
Pearson Correlation	TI	1.000		
	EI	.605	1.000	
	SI	-.038	-.140	1.000

Multiple Regression Analysis

The model correlation coefficient for the models, R , is recorded to be 0.832 in model 1 and 0.777 in model 2, higher than any zero-order value in the models. This also means that the models will improve when more variables are incorporated when analyzing the determinants of job satisfaction and turnover intention. The models indicate goodness fit as shown by the coefficient of determination (R^2) with values of 0.693 and 0.604 in models 1 and 2, respectively. This means the independent variables, i.e., emotional intelligence and spiritual intelligence, explain 69% variations in job satisfaction in model 1 and explain 60% variations in turnover

intention in model 2. The remaining 31% and 40% of the dependent variables' variations are determined by other factors not considered in the study. The models are also significant, with p-values 0.000 and 0.000, respectively.

Table 9 - Model summary

Model 1 – Job Satisfaction					Model 2 – Turnover Intention				
R	R ²	Adj. R ²	Std. Error	Sig.	R	R ²	Adj. R ²	Std. Error	Sig.
.832	.693	.687	.26490	.000	.777	.604	.597	.30056	.000
R square change .693					R square change .604				

- a. Predictors: (Constant), Emotional Intelligence, Spiritual Intelligence
- b. Dependent Variables: Job Satisfaction, Turnover Intention.

The goodness fit of the model is ascertained using an ANOVA, as shown in table 10 below. The statistical F-test is used to determine how well the regression equation fits the data. In this study, the F-values captured in both models are 129.610 and 87.835, which are significant at the 5% level, indicating that the independent variables helped explain some of the variations in job satisfaction and turnover intention. ANOVA outcome shows the overall model was significant. The independent variables were good joint explanatory determinants of job satisfaction and turnover intention.

Table 10 - ANOVA

Models →	Model 1 – Job Satisfaction				Model 2 – Turnover Intention			
	Sum of squares	df	F	Sig.	Sum of squares	Df	F	Sig.
Regression	18.189	2	129.610	.000	15.870	2	87.835	.000
Residual	8.570	115			10.389	115		
Total	26.259	117			26.259	117		

- a. Predictors: (Constant), Emotional Intelligence, Spiritual Intelligence
- b. Dependent Variables: Job Satisfaction, Turnover Intention.

The standardized Beta coefficients give a measure of the contribution of each variable in the models. An enormous value shows a unit change in the predictor variables has a large effect on the criterion variables. The t and significant (P) values give a rough indication of each predictor variable's impact.

Using a confidence interval of 95%, a 5% level of significance, and assuming all determinants are zero concerning the regression models, job satisfaction and turnover intention recorded Beta values of 0.241 and 0.688 respectively in the two models in table 4.8. With models 1 and 2, as depicted by table 4.8, emotional intelligence records a B value of 0.461 and 0.255, respectively. This is also significant at p=0.000 in both models. This means a unit change of 0.461 and 0.255 in emotional intelligence will lead to a 0.461 and 0.255 change in job satisfaction and turnover intention, respectively. It also means EI has a positive and significant impact on job satisfaction and turnover intention. The outcome of the study on the fact that emotional intelligence has a positive and significant effect on job satisfaction in line with studies such as El-Badawy & Magdy (2015), Sy et al. (2006), and Sony & Mekoth (2016b), which also concluded that emotional intelligence has a positive and significant impact of the job satisfaction of employees using different population of the study. According to them, employees who exhibit a high level of emotional intelligence are mostly satisfied with their job.

Furthermore, the outcome of the study shows that emotional Intelligence positive and significant impact on turnover intention. This also supports the conclusions reached by studies such as Jung & Yoon (2012), Trivellas

et al. (2013), and Feyerabend et al. (2018), who through their studies concluded that emotional intelligence influences turnover intentions. Based on the above evidence, hypotheses 1 and 3 are accepted.

About models 1 and 2 in table 4.8, spiritual intelligence records a B-value of 0.256 and -0.164, respectively. This was also significant with p-values of 0.004 and 0.210. This means SI has a positive and significant impact on job satisfaction. However, SI has a negative and insignificant impact on turnover intention. Awais et al. (2015) concluded that spiritual intelligence is a significant and positive relationship between spiritual intelligence and job satisfaction. Previous studies such as (Isfahani & Nobakht, 2013; Kaur, 2013; Nodehi & Nehardani, 2013) findings indicates that their spiritual intelligence has a significant impact on job satisfaction. The outcome of this study agrees with the conclusions drawn by these researchers.

Also, the outcome of previous research works such as (Gupta et al., 2014; Petrus et al., 2018; Rashvand & Bahrevar, 2013) also established a negative relationship between spiritual intelligence and turnover intention. The study's result supports these previous conclusions made in the face of the evidence provided in table 11 below. On this basis, the study accepts hypothesis 2 but reject hypothesis 4.

Furthermore, the regression models with the Beta values now becomes:

$$JS = 0.241 + 0.461X_1 + 0.256X_2 + \mu_i \quad \text{equation 1}$$

$$TI = 0.688 + 0.255X_1 - 0.164X_2 + \mu_i \quad \text{equation 2}$$

Table 11 - Coefficient correlation

Variable	Model 1 – Job Satisfaction			Model 2 – Turnover Intention		
	B	t	Sig.	B	T	Sig.
(constant)	.241	1.109	.270	.688	6.463	.000
EI	.461	6.304	.000	.255	5.128	.000
SI	.256	5.914	.004	-.164	2.305	.210

a. Dependent Variables: Job Satisfaction, Turnover Intention

Conclusions

The study walks on the tangent of exploring the impact of emotional and spiritual intelligence on job satisfaction and turnover intention using evidence emanating from employees in Ghana's mobile telecommunication companies. Firstly, the study's outcome shows that emotional intelligence has an impact on the job satisfaction and turnover intention of the employees within these companies. Regarding the relationship between EI and job satisfaction, the relationship was positive and significant. Regarding the relationship between EI and turnover intention, the relationship was found to be positive and significant. This indicates that their emotional intelligence influences job satisfaction and the decision to either stay with or part ways with an organization of employees from these companies. Secondly, the study's outcome gives evidence that spiritual intelligence has a positive and significant impact on job satisfaction but has a negative and insignificant effect on turnover intention. This implies that the job satisfaction of employees from the companies is affected by their spiritual intelligence. On the contrary, it could be deduced that their turnover intentions are not affected by their spiritual intelligence. Based on the conclusions drawn above, the hypothesis H1, H2, H3 were all accepted, and H4 rejected.

Implications of the Research

This study will augment existing business literature concerning theory building. Firstly, from a theoretical perspective, some past research works have analyzed emotional intelligence on job satisfaction, emotional intelligence on turnover intention, spiritual intelligence on job satisfaction, and spiritual intelligence on turnover

intention. However, this study may be the first to combine these variables to examine their relationship in the Ghanaian context and relation to the employees in the mobile telecommunication companies. These companies deal a lot with customers and have a large workforce and therefore require human connections. Thus, it would be appropriate for management and employees to have a clear understanding and appreciate issues regarding the causal relationships between emotional intelligence, spiritual intelligence, job satisfaction, and turnover intention. Additionally, the intensive labor and the hospitality orientation of the selected mobile telecommunication companies towards their customers would require employees within the industry to manage their emotional and spiritual intelligence because they are critical factors that come to play in when managing human resources and serving customers' organizations.

Furthermore, to improve organizational outcomes, emotional and spiritual intelligence among employees must be improved. Employees could be oriented and trained to shape their emotional and spiritual intelligence to enhance service delivery and enhance the organization in the long run.

Limitations and Recommendations

The sample size of the study is the first limitation of the study. This is because the sample size is small and not enough for the results obtained to be generalized. An expansion of the sample size may change the outcome of the study. Also, the study selected three prominent mobile telecommunication companies and left other telecommunication companies, unattended. Jurisdiction wise, the study limited itself to the second-largest city in Ghana, which is Kumasi Metropolis.

Future researchers could make an effort to expand the population of study to cover all other mobile telecommunication companies in the country or conduct research using these variables of the study in a different business sector. Moreover, gender and age could also be employed to moderate the relationships among these constructs. The study's independent variables could also be used and measure their impact on elements such as job performance and employee loyalty.

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