

RESEARCH ARTICLE

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Effects of Spiritual Intelligence on Person-Organization Fit, Organizational Commitment, and Customer-Oriented Organizational Citizenship Behavior of Real Estate Agents

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Abstract: This study investigates the effect of spiritual intelligence on person-organization fit (P-O fit), organizational commitment, and customer-oriented organizational citizenship behavior (CO-OCB) among real estate agents. Moreover, P-O fit is proposed as the mediator that explains the effect of spiritual intelligence on organizational commitment and CO-OCB. The survey data was from 398 real estate agents selected from 60 brokerage firms in Thailand. The partial least squares structural equation modeling was used to analyze the data. The results from the model estimation significantly support the positive effect of spiritual intelligence on P-O fit, organizational commitment, and CO-OCB. Moreover, the mediating effect analysis indicates that P-O fit partially mediated the effects of spiritual intelligence on organizational commitment and CO-OCB.

Keywords: spiritual intelligence, person-organization fit, organizational commitment, organizational citizenship behavior, real estate agents, salesperson

Working in real estate is considered a stressful career that tends to have a high turnover rate (Ingram & Yelowitz, 2021). Real estate agents are paid a commission with a low base salary, and brokerage firms typically do not hire them on a long-term basis (Mosquera et al., 2020). The unfavorable aspects of this career can potentially lead real estate agents to feel that they do not fit well within their organization. Ultimately, this misfit perception can discourage them from contributing to their work

and organization as much as they can. Moreover, real estate agents who lack work motivation tend to have a poor attitude toward service and are less likely to invest extra effort to help their clients close real estate deals successfully. This poor attitude is a serious problem with which real estate companies need to be concerned. It leads not only to customers' dissatisfaction but can also potentially damage the company's reputation. Considering this negative consequence, it is important to identify characteristics

of real estate agents that foster a strong commitment to their clients and their organization. Considering this negative consequence, it is important to uncover characteristics of real estate agents that foster a strong commitment to their clients and their organization.

In this research, we emphasize the role of the *spiritual intelligence* of real estate agents as the characteristic that may be their source of work motivation. Spiritual intelligence is characterized as “a set of adaptive mental capacities based on a non-material and transcendent aspect of reality, specifically those that contribute to the awareness, integration, and adaptive application of the non-material and transcendent aspects of one’s existence” (King, 2008, p. 54). Previous literature has demonstrated the benefits of spiritual intelligence in encouraging employees to put more effort into the tasks they perform (Chawla & Guda, 2017). Research has also found that the spiritual intelligence of employees can motivate them to develop positive attitudes and a strong commitment to the organization (Kalantarkousheh et al., 2014; Kaur et al., 2013; Kerstetter, 2018).

Although the amount of spiritual intelligence research has been expanding, some study gaps remain. First, although prior literature has reported the benefits of spiritual intelligence of employees in many occupational groups, such as those in the educational sector (Kalantarkousheh et al., 2014), manufacturing (Koražija et al., 2016), and service industry (Kerstetter, 2018), the majority of these prior studies focused on employees with permanent employment status. Nevertheless, there is a lack of research that clarifies the benefits of spiritual intelligence among real estate agents who are independent contractors. Given the impermanent employment status of independent contractors that basically renders the development of organizational commitment more difficult among employees (Connelly & Gallagher, 2006), it is important to clarify whether the spiritual intelligence of real estate agents can encourage them to generate commitment toward their organization. Without spiritual intelligence, an organization may be just a place to make money. However, from the perspective of real estate agents with spiritual intelligence, it could be plausible for them to perceive that an organization is a place that allows them to make meaningful

contributions to people by helping their clients solve problems in real estate trading. However, it has been unclear whether spiritual intelligence can encourage them to develop favorable feelings toward the brokerage firm.

Second, even though previous literature has supported the consequences of spiritual intelligence on several aspects of work-related outcomes such as job satisfaction (Tehubijuluw, 2016), wellbeing (Hastuti, 2016; Sultan et al., 2017), and job performance (Malik & Tariq, 2016), there is still a lack of understanding regarding the role of spiritual intelligence in encouraging employees to develop P-O fit. In general, P-O fit refers to the congruence between individuals’ values and organizations’ norms or cultures, which is important for employees to generate organizational commitment (Astakhova, 2016; Schwepker, 2019). For this reason, P-O fit is particularly a vital concept that needs further examination among employees in the real estate field. However, there is a lack of understanding regarding whether and how spiritual intelligence can contribute to P-O fit among real estate agents. This is the main research question that will be investigated in our study.

The objective of our research is to investigate the effect of spiritual intelligence of real estate agents on P-O fit and its subsequent effects on organizational commitment and customer-oriented organizational citizenship behavior (CO-OCB). Organizational commitment reflects the bond that real estate agents have with their organization (Meyer & Allen, 1997), whereas CO-OCB reflects the extra-role behaviors that real estate agents express toward their customers (Dimitriadis, 2007). Our research will clarify whether the spiritual intelligence of real estate agents can motivate them to develop a P-O fit and subsequently inspire them to demonstrate their organizational commitment and CO-OCB. We expect the results from our study to contribute to spiritual intelligence research by clarifying the mechanism by which spiritual intelligence can encourage real estate agents to develop favorable attitudes and behaviors toward their work and the organization through the mediating role of P-O fit. Our research is also expected to provide managerial insight for brokerage firms regarding some human resource management practices that can increase the work motivation of their real estate agents.

Literature Review and Hypotheses

Spiritual Intelligence

Zohar (1997) defined spiritual intelligence as a capability to identify life as meaning, purpose, and values. In this definition, the meaning of people's actions and intellectual competencies are related to the question of human existence. Emmons (2000, p. 59) described spiritual intelligence as "the adaptive use of spiritual information to facilitate everyday problem solving and goal attainment." Later, King (2008, p. 54) defined it as "a set of adaptive mental capacities based on a non-material and transcendent aspect of reality, specifically those that contribute to the awareness, integration, and adaptive application of the non-material and transcendent aspects of one's existence." Based on King (2008)'s definition, spiritual intelligence can be conceptualized according to four dimensions: (a) critical existential thinking, (b) personal meaning production, (c) transcendental awareness, and (d) conscious state expansion.

First, critical existential thinking is the ability to contemplate the meaning of life, its purpose, the nature of existence, ultimate reality, and other metaphysical issues (e.g., life, death, time). This aspect of spiritual intelligence (SQ) is essential for individuals in the work setting because it helps them engage in insightful thinking and make creative decisions (Emmons, 2000). Second, personal meaning production is the ability to create individual meanings from all physical and mental encounters (King, 2008). Based on Reker (1997), it is described as having a purpose in life, a sense of direction, a sense of order, and a reason to exist. In the work context, this aspect of SQ plays a crucial role in helping individuals develop a sense of meaning in the job they perform (Utomo et al., 2018). Third, transcendental awareness is the awareness of what lies beyond the normal fundamental senses of the material or physical sphere. It reflects the ability to recognize the transcendent aspects of the self (e.g., transcendent self), other, and the physical world (e.g., non-materialism, interconnectedness) during the normal state of consciousness (King, 2008). This aspect of SQ is crucial for organizations because it promotes employees' work integrity and encourages them to develop a sense of interconnectedness at work (Usman & Danish, 2010). Finally, conscious state expansion is the ability to enter and exit from a deepened or spiritual state of consciousness (e.g., pure

consciousness, cosmic consciousness, unity, oneness). It refers to the altered higher or spiritual states of consciousness experienced at one's own discretion (King, 2008). In the work context, this aspect of SQ helps individuals deal effectively with hardships and challenges they experience at work (Aydin, 2019; Charoensukmongkol, 2017).

Spiritual intelligence has been found to improve numerous aspects of work outcomes. Based on the recent systematic review conducted by Singla and Kaur (2019), the spirituality intelligence of employees is regarded as the essential characteristic that can generate benefits for the organization in the long term. For example, spiritual intelligence facilitates the opportunity for employees to develop a feeling of connection and unity in the organization (Usman & Danish, 2010). It gives employees a sense of interconnectedness in their workplace and reduces the chance of conflict among employees (Supriyanto et al., 2019). Research has also reported that employees with spiritual intelligence tend to have the ability to cope effectively with stress at work (Charoensukmongkol & Puyod, 2022). Furthermore, spiritual intelligence has been found to promote desirable work behaviors of employees, such as altruistic behavior (Anwar & Osman-Gani, 2015; Moosapour et al., 2013) and ethical conducts (Vats & Gupta, 2018). Studies have also found that the spiritual intelligence of employees encourages them to improve their work competencies (Chawla & Guda, 2017) and enhances their level of work performance (Supriyanto et al., 2019).

Effect of Spiritual Intelligence on P-O Fit

This study proposes that spiritual intelligence could encourage real estate agents to develop P-O fit. Fundamentally, P-O fit is one of the components of the person-environment fit framework (Kristof-Brown & Guay, 2010). It is conceptualized as the compatibility between the norms and values of organizations and the values of employees (Chatman, 1989). P-O fit can be developed when there is compatibility between an employee and an organization or when an employee and an organization share similar fundamental characteristics (Kristoff, 1996). When P-O fit is generated, it can help employees develop favorable attitudes and encourage them to engage in various aspects of positive work behaviors. For example, Schwepker (2019) showed that P-O fit developed in sales organizations tended to enhance customer value

development and promote ethical intention among the sales force. Rurkkhum (2018) found that employees who exhibited a high level of P-O fit are less likely to demonstrate turnover intention. Lam et al. (2018) found that P-O fit determined employees' positive emotions and improved their subsequent customer service performance.

The spiritual intelligence of employees can play a crucial role in generating P-O fit perception. Malik and Tariq (2016) argued that spiritual intelligence creates a feeling of unity among employees, and this feeling tends to make employees perceive that they are part of the organization. In addition, spiritual intelligence helps real estate agents blend the value systems and the work environment of the brokerage firms, which is a key condition for them to feel compatible with their organization (Sisk, 2002; Weick & Putnam, 2006). Although working for brokerage firms may be perceived as a stressful and a less-rewarding experience for many real estate agents, this negative perception seems unlikely for real estate agents with high spiritual intelligence. To this point, the spiritual intelligence embedded in real estate agents brings positive inspiration and adaptation to the workplace (Utomo et al., 2018). According to Goleman and Horne (1980), spiritual intelligence facilitates a connection and commitment to the environment. In particular, studies showed that individuals with spiritual intelligence tend to be optimistic in how they interpret their life experiences and the environment (Aydin, 2019). Moreover, individuals with spiritual intelligence tend to develop a strong sense of meaning in their lives and the activities they perform (King, 2008). They are likely to have the integrative perception of wholeness and thinking beyond materialism (King, 2008). With these characteristics, individuals with spiritual intelligence are likely to develop a sense of purpose at work that is congruent with their own values. Considering all rationale that supports the plausible effect of spiritual intelligence on P-O fit development, the first hypothesis is formulated as follows:

Hypothesis 1: There is a positive association between spiritual intelligence and P-O fit.

Effect of Spiritual Intelligence on Organizational Commitment

This research proposes that the spiritual intelligence of real estate agents will enhance organizational

commitment. According to Meyer and Allen (1997, p. 67), organizational commitment is "a psychological state that characterizes organizational members' relationship with the organization and has implications for the decision to continue or discontinue membership in the organization." The organizational commitment of employees is an essential factor in encouraging them to put more effort into the activities that benefit their organization (Koirala & Charoensukmongkol, 2020; Tiamboonprasert & Charoensukmongkol, 2020). Employees with strong organizational commitment tend to express high loyalty toward the organization (Yao et al., 2019) and refrain from engaging in any form of deviant behavior (Aryati et al., 2018). Particularly in a sales-related context, prior literature has supported the importance of organizational commitment that demonstrates high sales performance (Schwepker, 2017).

Basically, employees with spiritual intelligence tend to develop a sense of unity, love, and empathy (Usman & Danish, 2010); these are the essential characteristics that make employees feel emotionally connected to their workplace (Phungsoonthorn & Charoensukmongkol, 2019; Seriwatana & Charoensukmongkol, 2020; Utomo et al., 2018). Kinjerski and Skrypnek (2006) also clarified that workers who practiced spirituality in the workplace tended to be more loyal and willing to do their best for the organizations. Because real estate agents who have high spiritual intelligence tend to possess these characteristics, it is likely that they will develop a sense of connectedness with their brokerage firms and feel motivated to commit to their organization (Ghorbani et al., 2012). This role of spiritual intelligence in encouraging employees to commit to their organization is supported by evidence from prior studies. For example, Ghorbani et al. (2012) conducted a study among employees in the public sector, and their findings supported the effect of spiritual intelligence on the organizational commitment that employees demonstrated. Moreover, Utomo et al. (2018) collected data from salespeople in the automobile industry, and their analysis indicated that the spiritual intelligence of salespeople encouraged them to demonstrate organizational commitment. Given all rational and literature support regarding the role of spiritual intelligence, the hypothesis can be presented as follows:

Hypothesis 2: There is a direct positive association between spiritual intelligence and organizational commitment.

Effect of Spiritual Intelligence on CO-OCB

This research also proposes that the spiritual intelligence of real estate agents will enhance CO-OCB. CO-OCB refers to the discretionary behavior that salespeople demonstrate to customers beyond the call of duty (Dimitriades, 2007). Salespeople who demonstrate CO-OCB voluntarily perform extra-role behaviors that are not required by their job description, which can potentially help the organizations to generate superior service to customers (Morrison, 1996). Salespeople who demonstrate CO-OCB not only engage in extra-role behaviors toward their customers, but they are willing to provide valuable suggestions and assistance to their colleagues and organization to improve the overall service quality and customer satisfaction (Charoensukmongkol & Pandey, 2022).

In the context of the real estate business, it is essential for real estate agents to demonstrate CO-OCB to achieve client satisfaction. Generally, because real estate is an imperfect market, it may tempt some agents to take advantage of clients who do not have sufficient information about a property. For example, some may intentionally withhold certain information that buyers are unaware of to inflate the property price to obtain a high commission. On the other hand, agents who have CO-OCB will take client satisfaction into consideration more strongly than their own benefit. Thus, they will likely refrain from engaging in opportunistic behavior that can risk damaging their company's reputation. Instead, real estate agents with CO-OCB are motivated to provide all relevant information to their clients and invest great effort to help their clients buy the best properties that truly meet their expectations. CO-OCB also encourages the agents to work diligently to help their clients close the real estate deal with great satisfaction.

Research indicates that spiritual intelligence can shape the personalities and behaviors of salespeople (Emmons, 1999). The spirituality of salespeople tends to bring a surge of energy, perseverance, and courage to the sales work (Smith & Futrell, 2014). According to Smith and Futrell (2014), a higher level of spirituality is related to having more inspiration and motivation that enhances strong sales behaviors and sales success. These characteristics that seem to be

common among individuals with spiritual intelligence tend to make salespeople become more enthusiastic when they serve their clients (Charoensukmongkol, 2019). They tend to be more productive and are willing to devote extra time and energy to help their clients gain the highest satisfaction. Moreover, prior research supported the influence of spiritual intelligence in encouraging employees to demonstrate extra role behaviors toward their colleagues and the organization. For example, Anwar and Osman-Gani (2015) found that employees with spiritual intelligence tended to be willing to demonstrate extra role behaviors to support other people in the workplace. Particularly in the sales-related career, Moghaddampour and Karimian (2013) found the effect of spiritual intelligence in CO-OCB that insurance employees demonstrated to their clients. This evidence strengthens the possibility of a real estate agent with high spiritual intelligence to express extra role behaviors to help their clients and to support their colleagues to maximize the service quality. Considering all research about this benefit of spiritual intelligence that can potentially lead to CO-OCB, the following hypothesis is proposed:

Hypothesis 3: There is a direct positive association between spiritual intelligence and CO-OCB.

Mediating Effect of P-O Fit on the Association Between Spiritual Intelligence and Organizational Commitment

In addition to the direct effect of spiritual intelligence on organizational commitment, this research proposes that the effect could be mediated by the P-O fit. When real estate agents with high spiritual facilitation feel congruent with their organization, they tend to have a better understanding of organizational goals and expectations, thereby encouraging them to be more committed to the organization (Astakhova, 2016). Greguras and Diefendorff (2009) also proposed that employees with a high P-O fit tend to develop an emotional attachment and identify with their organization. According to Valentine et al. (2002), P-O fit helps employees to connect with their organization and motivates them to support organizational values. Previous research also indicated that organizational commitment could occur when individual values are consistent with organizational values (Charoensukmongkol, 2021; Guang & Charoensukmongkol, 2022; Jin et al., 2018; Rayton

et al., 2019). For example, Jin et al. (2018) collected data among public higher education and found that P-O fit significantly determined the level of organizational commitment that employees demonstrated. Moreover, Rayton et al. (2019) conducted a longitudinal data collection from employees in the banking industry, and their results supported the causal effect of P-O fit on organizational commitment. Considering all supporting evidence about the effect of P-O fit on organizational commitment and the role of spiritual intelligence in promoting P-O fit, it can be hypothesized that P-O fit can explain why real estate agents with high spiritual intelligence are likely to demonstrate organizational commitment. Therefore, the following hypotheses are proposed:

Hypothesis 4: P-O fit is positively associated with organizational commitment.

Hypothesis 5: P-O fit mediates the positive association between spiritual intelligence and organizational commitment.

Mediating Effect of P-O Fit on the Association Between Spiritual Intelligence and CO-OCB

This study proposes that P-O fit can also mediate the effect of spiritual intelligence on the CO-OCB of real estate agents. Prior research indicates that P-O fit tends to have a beneficial effect on extra-role behaviors that employees demonstrate at work (Afsar & Badir, 2016; Chung, 2017). According to Afsar and Badir (2016), service employees who fit well with their organizations tend to have high satisfaction and enthusiasm at work, which encourages them to exhibit citizenship behaviors towards others in the organization. From the perspective of the social exchange theory, because P-O fit can satisfy various employees' needs and desires (Chatman, 1989), employees who fit well with the organization tend to feel obligated to perform extra role behaviors that can benefit the organization (Afsar & Badir, 2016). Given that maximizing customer satisfaction is among the keys to organizational success (Zhou & Charoensukmongkol, 2021), real estate agents who fit well with the organization are willing to devote extra time and energy to accomplish this goal for the organization. They will do their best to understand their clients' needs and will engage actively in extra role behaviors to deliver the best service to their clients (Dimitriades, 2007).

Although there is no available evidence about the effect of P-O fit on CO-OCB, prior evidence has provided solid support regarding the effect of P-O fit on other aspects of OCB (Afsar & Badir, 2016; Ashfaq & Hamid, 2021). For example, Ashfaq and Hamid (2021) conducted their research among private banking employees and found that P-O fit encouraged employees to demonstrate OCB toward their colleagues and organization. The evidence from the study of Afsar and Badir (2016) that was conducted among hotel employees in China also supported the positive effect of P-O fit on OCB toward colleagues and organizations. Considering all related evidence about the effect of P-O fit on OCB, as well as the role of spiritual intelligence in promoting P-O fit, we also hypothesize that P-O fit is a mediator that explains why real estate agents with high spiritual intelligence are likely to demonstrate CO-OCB. This leads to the following hypotheses:

Hypothesis 6: P-O fit is positively associated with CO-OCB.

Hypothesis 7: P-O fit mediates the positive association between spiritual intelligence and CO-OCB.

Effect of Organizational Commitment on CO-OCB

Finally, the direct effect of organizational commitment on CO-OCB can be postulated in this study. Previous research has shown that employees who develop a strong commitment to their organization are likely to demonstrate extra-role behavior. For example, Zeinabadi (2010) conducted a study of teachers and principals, and his analysis indicated that organizational commitment was a key predictor of OCB. Mohamed and Anisa's (2012) research, which collected data from employees in a telecommunication organization, also supported organizational commitment's causal effect on OCB. In addition, the meta-analysis Cetin et al. (2015) performed using 86 primary samples provided solid evidence of the direct association between organizational commitment and OCB. Therefore, the following hypothesis is proposed:

Hypothesis 8: Organizational commitment is positively associated with CO-OCB

Methods

Sample and Data Collection

The data were collected from a sample of real estate agents who work in brokerage firms located in Bangkok, Thailand. There were 60 firms from the complete list of 1,695 brokerage firms in the business directory randomly contacted and asked for permission to collect data from their agents. All real estate agents in these 60 firms were invited to participate voluntarily. We used the online self-administered questionnaire developed in the Google platform for the data collection tool. Emails containing a link to access the online survey were sent to those agents whose names and emails were listed in each brokerage firm's directory. Prior to data collection, this research received ethical approval from institutional review board of National Institute of Development Administration (Document#2021/0016). The participants were assured of anonymity and confidentiality. To encourage participation, a small-sized bottle of hand sanitizer spray was delivered to each participant who completed the online survey.

Measures

The measure of spiritual intelligence was obtained from the 24-item Spiritual Intelligence Self-Report Inventory (SISRI-24) developed by King (2008). The scale contains 24 items that capture four dimensions of spiritual intelligence. Respondents were asked to answer the questions on a five-point Likert scale (1: strongly disagree – 5: strongly agree). Sample items are “I have often questioned or pondered the nature of reality,” “I am able to define a purpose or reason for my life,” “I define myself by my deeper, non-physical self,” and “I am able to enter higher states of consciousness or awareness.”

The measure of P-O fit was obtained from Cable and DeRue's (2002) scale. The scale contains three items. Respondents were asked to answer the questions on the same Likert scale. Sample items are “The things that I value in life are very similar to the things that my organization values,” and “My personal values match my organization's values and culture.”

The measure of organizational commitment was obtained from the scale that Porter et al. (1974) developed. The scale contains nine items. Respondents were asked to answer the questions on the same Likert

scale. Sample items are “I am proud to tell others that I am part of this organization” and “I really care about the fate of this organization.”

The measure of CO-OCB was obtained from the scale that Dimitriades (2007) developed. The scale contains seven items. Respondents were asked to answer the questions on the same Likert scale. Sample items are “I am assisting co-workers to deliver high-quality customer-oriented services” and “I attend functions that are not required, but that help customer service.”

Control Variables

As previous studies have shown that P-O fit, organizational commitment, and CO-OCB could be determined by some personal and work characteristics of employees (Dimitriades, 2007; Hanaysha, 2016; Kao, 2017), control variables that may influence these variables were considered, including education, tenure in the organization, and real estate selling experience. Tenure in the organization and real estate selling experience were measured in years. Education was coded as a ranked variable (high school=1; diploma=2; bachelor's=3, master's and above=4)

Data Analysis

This study uses a partial least squares structural equation modeling (PLS-SEM) approach to perform hypothesis testing. This method is a component-based SEM (Hair et al., 2014). It creates less bias under the non-normality of data distributions when compared to the covariance-based SEM (Hair et al., 2017). When we performed the Jarque-Bera test to verify the normal distribution of our data, the tests indicated that our variables did not follow the normal distribution pattern, thereby making PLS-SEM appropriate for our analysis. The PLS-SEM analysis was performed with WarpPLS software.

Results

The data were collected from the beginning of February until the end of March 2021. Of a total of 578 surveys that were distributed, we received 398 surveys that were usable for data analysis, which accounted for 69.86% response rate. Table 1 shows the descriptive statistics of the respondents.

Table 1
Descriptive Statistics of the Respondents

Characteristics	Descriptive Statistics
Age (in years)	Mean: 32.44 Standard deviation: 5.99
Gender	Male: 100 (25.10%) Female: 298 (74.90%)
Educational level	High school: 2 (0.50%) Diploma: 14 (3.50%) Bachelor's: 342 (85.90%) Master's and above: 30 (7.60%) Not specified: 10 (2.50%)
Tenure in the organization	Less than 1 year: 52 (13.10%) 1 – 5 years: 241 (60.60%) 5 – 10 years: 82 (20.60%) 10 years or more: 22 (5.50%) Not specified: 1 (0.20%)
Real estate selling experience	Less than 1 year: 7 (1.70%) 1 – 5 years: 208 (52.30%) 5 – 10 years: 134 (33.70%) 10 years or more: 47 (11.80%) Not specified: 2 (0.50%)
Type of real estate agent	Residential: 381: 95.70%) Non-residential: 16 (4.00%) Not specified: 1 (0.30%)

Initially, the estimation of the measurement model was analyzed. First, the convergent validity of the latent construct was assured by the factor loading values that must be at least 0.50 to meet the criteria (Hair et al., 2011). The results showed that all factor loading values surpassed these criteria. Second, the values of the latent variables' average variance extracted (AVE) determined the discriminant validity. According to Fornell and Larcker (1981), a level of discriminant validity can be acceptable when the square root of the AVE of a particular latent variable exceeds other correlations that involve that variable. The results shown in Table 2 assured that the discriminant validity of all latent variables was satisfactory. Discriminant validity was also tested by the heterotrait-monotrait ratio of correlations (HTMT). The value of HTMT below 0.90 was recommended as the indicator of good discriminant validity (Henseler et al., 2015). The results reported in Table 3 confirmed that this criterion was met. Third, the value of Cronbach's alpha coefficient and composite reliability coefficient confirmed the reliability of all latent variables. A value above 0.70 is satisfactory based on Hair (2011)'s criteria. The results in Table 2 showed that all coefficients were acceptably reliable. Lastly, this study assessed multicollinearity in the model estimation through the values of the full variance inflation factor (VIF) test. Using Petter

Table 2
Correlations, Reliability Indicators, and Square Root of the Average Variance Extracted

Variable	Mean	S.D.	SQ	POF	OC	CO	EDU	TEN	EXP
SQ	3.66	.97	(.74)	.24**	.33**	.43**	-.05	-.09	-.01
POF	3.71	.79		(.89)	.65**	.45**	.01	.08	.08
OC	3.98	.78			(.77)	.52**	.02	.11*	.11*
CO	4.31	.68				(.77)	-.01	.01	.12*
EDU	3.03	.37					(1)	.013	.03
TEN	4.21	2.86						(1)	.65*
EXP	5.77	3.18							(1)
Cronbach's alpha coefficient			.82	.92	.93	.91	n/a	n/a	n/a
Composite Reliability coefficient			.71	.88	.92	.89	n/a	n/a	n/a
Skewness			-.16	-.24	-.33	-.33	1.85	.91	.32
Kurtosis			-.36	.44	-.36	-.67	5.24	-.33	-1.39

Notes: * p-value < .05, ** p-value < .01

Square roots of average variance extracted of latent variables are shown in the parentheses. SQ = spiritual intelligence, POF = person-organization fit, OC = organizational commitment, CO = customer-oriented organizational citizenship behavior, EDU = educational level, TEN = tenure in the organization, EXP = real estate selling experience.

et al.'s (2007) guideline, VIF values less than 3.30 rule out the multicollinearity problem. The results revealed a range of full VIFs from 1.01 to 2.01, which implied that multicollinearity was not a substantial threat to the analysis.

Because this research used single-source data for the analysis, the test of common method bias (CMB) was imperative to ensure this problem did not exist. According to Podsakoff et al. (2003), Harman's single factor test generated a one-factor model using confirmatory factor analysis (CFA) to assess this factor. Considering the poor fit indices of the one-factor CFA model ($\chi^2 = 1833.13$; $df = 256$, $p < .001$; $CFI = .82$; $TLI = .79$; $RMSEA = .13$; $SRMR = .18$), CMB was not a serious problem in this analysis.

Table 3

Heterotrait-Monotrait Ratio of Correlations

Variables	SQ	POJ	OC	OCB
SQ				
POJ	0.29			
OC	0.41	0.73		
OCB	0.52	0.51	0.58	

Note: SQ = spiritual intelligence, POF = person-organization fit, OC = organizational commitment, CO = customer-oriented organizational citizenship behavior

All of the hypothesis test results from the PLS-SEM estimation are reported in Figure 1.

Hypothesis 1 predicted a positive relationship between spiritual intelligence and P-O fit. The analysis indicated that their relationship was positive and statistically significant ($\beta = .24$; $p < .001$). Thus, hypothesis 1 was supported.

Hypothesis 2 predicted a direct positive relationship between spiritual intelligence and organizational commitment. The analysis indicated that their relationship was positive and statistically significant ($\beta = .20$; $p < .001$). Thus, hypothesis 2 was supported.

Hypothesis 3 predicted a direct positive relationship between spiritual intelligence and CO-OCB. The analysis indicated that their relationship was positive and statistically significant ($\beta = .27$; $p < .001$). Thus, hypothesis 3 was supported.

Hypothesis 4 predicted a positive relation between P-O fit and organizational commitment. The analysis presented that they were related positively and significantly ($\beta = .60$; $p < .001$), thus supporting hypothesis 4.

Hypothesis 5 proposed that P-O fit mediates the positive relationship between spiritual intelligence and organizational commitment. We used the method that Preacher and Hayes (2004) suggested to assess the mediating effect. The findings indicated that the mediating effect of P-O fit was positive and statistically

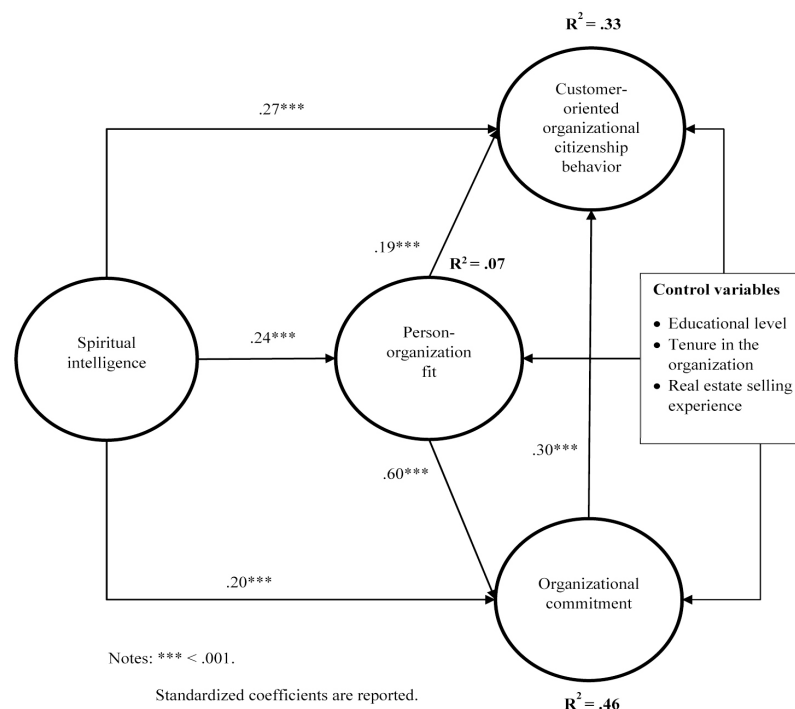


Figure 1. Results From PLS-SEM Analysis

significant ($\beta = .14; p < .001$). Thus, hypothesis 5 was supported. In particular, this mediating effect of P-O fit was a partial mediation, given that the direct linkage between spiritual intelligence and organizational commitment was statistically significant.

Hypothesis 6 predicted a positive relationship between P-O fit and CO-OCB. The analysis showed that the relationship was positive and significant ($\beta = .19; p < .001$). Thus, hypothesis 6 was supported.

Hypothesis 7 proposed that P-O fit mediates the positive relationship between spiritual intelligence and CO-OCB. The finding from the analysis suggested by Preacher and Hayes (2004) indicated that the mediating effect of P-O fit was statistically significant ($\beta = .11; p < .001$). Thus, hypothesis 7 was supported. In particular, this mediating effect of P-O fit was also a partial mediation, given that the direct linkage between spiritual intelligence and CO-OCB was statistically significant.

Hypothesis 8 predicted a direct positive relationship between organizational commitment and CO-OCB. The analysis indicated that their relationship was positive and statistically significant ($\beta = .30; p < .001$). Thus, hypothesis 2 was supported.

Regarding the effects of the control variables, we found that organizational commitment had a positive association with real estate selling experience ($\beta = .03, p = .28$), educational level ($\beta = .03, p = .23$), and tenure in the organization ($\beta = .06, p = .13$). On the other hand, CO-OCB had a positive association with real estate selling experience ($\beta = .13, p = .01$), but had a negative association with educational level ($\beta = -.01, p = .39$) and tenure in the organization ($\beta = -.09, p = .05$). However, only the association between CO-OCB and real estate selling experience was statistically significant.

Discussion and Conclusion

Summary of the Results

Our findings supported the hypotheses about the positive effects of spiritual intelligence on P-O fit, organizational commitment, and CO-OCB. These results implied that the real estate agents who exhibited high levels of spiritual intelligence tended to demonstrate high P-O fit, organizational commitment, and CO-OCB more than the real estate agents with low levels of spiritual intelligence. Furthermore, the mediating effect analysis showed that P-O fit

partially mediated the effects of spiritual intelligence on organizational commitment and CO-OCB. The findings suggested that P-O fit could be the essential factor that provided some explanation as to why the real estate agents who exhibited high spiritual intelligence tended to demonstrate organizational commitment and CO-OCB. Lastly, the positive effect of organizational commitment on CO-OCB was supported in the analysis. This finding implied that real estate agents who demonstrated high organizational commitment were more likely to demonstrate CO-OCB than the agents who demonstrated low organizational commitment.

Overall, our findings strengthened the evidence in previous literature regarding the benefits of spiritual intelligence on work-related outcomes (Hastuti, 2016; Malik & Tariq, 2016; Sultan et al., 2017; Tehubijuluw, 2016). In particular, our result regarding the positive effect of spiritual intelligence on P-O fit supported the argument in the literature about the benefit of spiritual intelligence in facilitating individuals to interpret the work environment in a positive manner, thereby allowing them to blend in with the work environment in the organization very well (Goleman & Horne, 1980; Sisk, 2002; Weick & Putnam, 2006). The result also supported the argument of Malik and Tariq (2016), which emphasized the beneficial role of spiritual intelligence in promoting a sense of unity, thereby encouraging individuals to feel that they are part of the organization. Moreover, the result regarding the effect of spiritual intelligence on organizational commitment was consistent with the findings in the prior studies that were conducted in different occupational contexts (Ghorbani et al., 2012; Utomo et al., 2018). Regarding the result about the effect of spiritual intelligence on CO-OCB, our finding was also in line with the findings from previous studies that supported the effect of spiritual intelligence on other aspects of OCB (Anwar & Osman-Gani, 2015; Moghaddampour & Karimian, 2013).

Theoretical Contributions

The results from this study provided knowledge contributing to spiritual intelligence research and filled some remaining gaps in the literature. Firstly, we provide extra evidence that confirmed the benefits of spiritual intelligence on the work-related outcomes of real estate agents, which was the occupational context that lacked solid support in prior studies. Our study

showed that the spiritual intelligence of individuals who worked in the real estate industry encouraged them to demonstrate positive work attitudes and behaviors toward their work and their organizations. The results were consistent with the findings among employees with a permanent employment status (Kalantarkousheh et al., 2014; Kerstetter, 2018; Koradžija et al., 2016). Basically, even though it may be difficult for the real estate agents to develop a strong commitment toward their organization because they were independent contractors (Ingram & Yelowitz, 2021), we illustrated that spiritual intelligence was the crucial characteristic that could foster organizational commitment. More importantly, our research extended the boundary of spiritual intelligence research by showing new evidence regarding the role of spiritual intelligence that could lead to the development of a P-O fit. This evidence filled the gap in the literature regarding the outcome of spiritual intelligence. We also clarified that the mechanism by which spiritual intelligence encouraged real estate agents to demonstrate organizational commitment and CO-OCB could be explained by the P-O fit that was developed from spiritual intelligence.

Implications for Human Resource Management

The research offers some recommendations for brokerage firms that want to encourage their employees to enhance their service quality toward the clients and to make a strong commitment to the organization. Considering the significant benefits of spiritual intelligence supported in this research, we recommend that administrators and management support the development of spiritual intelligence among their employees. In particular, Zohar and Marshall (2000) recommended that spiritual training can help individuals to develop spiritual intelligence. Therefore, the management will need to incorporate spiritual training as part of the human resource development policy to enhance the spiritual intelligence of their employees. According to Zohar and Marshall (2000), the spiritual intelligence training protocol is separated into seven weekly sessions, each of which includes 90 minutes of lecture and practice. The training is designed to develop six competencies in the participants: (a) self-consciousness; (b) self-honesty; (c) intuitive meaning; (d) ethics and compassion; (e) capabilities to control oneself and behave empathetically, and (f) flexibility. The effectiveness of this spiritual intelligence training was reported in Heydari et al.'s (2017) research.

Apart from the training, Joseph and Sailakshmi (2011) suggested that the management will need to create a supportive environment and activities in the workplace to nourish the spiritual development of their employees. For example, they may offer a seminar for their employees to discuss the existential meaning and importance of life and then discuss how their beliefs can be applied to benefit the work they perform. The management may also provide spiritual practices at the workplace, such as meditation, for their employees (Charoensukmongkol, 2014). They can also arrange a time for employees to participate in volunteer activities and charity causes to strengthen their spiritual intelligence. In summary, all these recommendations are expected to promote spiritual intelligence among employees, which can subsequently motivate them to generate favorable attitudes and commitment toward their work and organization.

Limitations and Recommendations for Future Studies

There were some limitations in this research that need to be recognized. First, the research was based on a small sample of real estate agents in the Bangkok area. For this reason, the results may not be applied to the entire population. To strengthen the generalizability of the results, further research should test the model by using the data collected from real estate agents across different areas. Second, this research used cross-sectional data for the analysis. Because this method was unable to prove causality among the variables, the findings of this study could only be interpreted as an association rather than causation. Nonetheless, Spector (2019) argued that the use of a cross-sectional approach is suitable for an exploratory study that examines the association between variables that lack support in prior research. Because the relationship between spiritual intelligence and P-O fit was a new issue that had not been confirmed in research, the use of a cross-sectional design was appropriate for this study. Nonetheless, future research that uses longitudinal data collection or experimental methods is still required to confirm the causal effect of spiritual intelligence. Third, in addition to the effect of spiritual intelligence, there could be some other variables such as personalities and organizational factors that could affect the attitudes and behaviors of real estate agents (Charoensukmongkol & Pandey, 2020; Charoensukmongkol & Suthatorn, 2018; Fu & Charoensukmongkol, 2021; Singkul et

al., 2019; Sinlaparatanaporn et al., 2019; Suthatorn & Charoensukmongkol, 2018; Yoon et al., 2021); however, these were not included as control variables in this research. Future research will need to integrate some other variables to moderate the effect that employees obtain from spiritual intelligence.

Conclusion

This research examined the effect of spiritual intelligence on P-O fit, organizational commitment, and CO-OCB of real estate agents. The results from our data analysis showed that the real estate agents who exhibited high levels of spiritual intelligence tended to demonstrate high P-O fit, organizational commitment, and CO-OCB more than the real estate agents with low levels of spiritual intelligence. Moreover, we found that P-O fit partially mediated the effects of spiritual intelligence on organizational commitment and CO-OCB. In particular, our study expanded more understanding regarding the role of spiritual intelligence that could promote the compatibility between employees and their organizations, which crystalized the understanding of why employees with spiritual intelligence were willing to express positive work outcomes that benefit the organization. In conclusion, our research recommended that brokerage firms promote the development of spiritual intelligence among their employees by incorporating spiritual training as part of the human resource development policy and creating a supportive environment and activities in the workplace to nourish the spiritual development of their employees.

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Declaration of Ownership

This report is our original work.

Conflict of Interest

None.

Ethical Clearance

This study was approved by the International College of the National Institute of Development Administration.

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