

CAPITAL UNIVERSITY OF SCIENCE AND  
TECHNOLOGY, ISLAMABAD



**Antecedents and Consequences of  
Psychological Capital with a Moderating  
Role of Perception of Politics Amidst  
Covid-19. A Study in the Nursing  
Sector of Pakistan**

by

**Farah Iftikhar Abbasi**

A thesis submitted in partial fulfillment for the  
degree of Master of Science

in the

**Faculty of Management & Social Sciences**

**Department of Management Sciences**

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*Dedicated to my beloved father and my (late) grandparents. Everything that I am today or will ever be is because of my Father's efforts and his vision of providing me with a quality education. The prayers of my elders have brought me this far!!*



## CERTIFICATE OF APPROVAL

**Antecedents and Consequences of Psychological Capital  
with a Moderating Role of Perception of Politics Amidst  
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by

Farah Iftikhar Abbasi

Registration No: (MMS201016)

### THESIS EXAMINING COMMITTEE

S. No.	Examiner	Name	Organization
(a)	External Examiner	Dr. Muhammad Sarmad	RIU, Islamabad
(b)	Internal Examiner	Dr. S. M. M. Raza Naqvi	CUST, Islamabad
(c)	Supervisor	Dr. Shazia Faiz	CUST, Islamabad

---

Dr. Shazia Faiz

Thesis Supervisor

September, 2022

---

Dr. Lakhi Muhammad

Head

Dept. of Management Sciences

September, 2022

---

Dr. Arshad Hassan

Dean

Faculty of Management & Social Sciences

September, 2022

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## *Acknowledgement*

“Then which of the Blessings of your Lord will you deny.” (Surah Ar-Rehman)

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**Farah Iftikhar Abbasi**

## *Abstract*

The current study emphasized studying the antecedents and consequences of psychological capital amid the Covid-19 pandemic. This study was conducted in the nursing sector of Pakistan where the data was collected from the registered nurses working in public sector hospitals of Rawalpindi and Islamabad. A cross-sectional study design was used to explore the casual relationship. The survey included a total of 287 responses. Where the results revealed that spiritual intelligence has a direct positive impact on creative performance as well as psychological capital. While psychological capital has a significant positive effect on nurses' creative performance. Furthermore, psychological capital acts as a mediator between spiritual intelligence and creative performance and bridges the relationship. The perception of politics appears as a strong moderator, it buffers the relationship between the spiritual intelligence and the creative performance of the nurses by the mechanism of moderation. Drawing on spillover theory, spiritual intelligence, psychological capital, and perception of politics seems to have a spillover effect on the creative performance of employees. Furthermore, this study also puts forward certain limitations and future recommendations. This study concludes that the management must look into introducing certain practices that would help to develop psychological capital and spiritual intelligence in employees to gain better performance levels for employees and a competitive advantage for the organization.

**Keywords: Spiritual Intelligence; Psychological Capital; Creative Performance; Perception of Politics.**



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# Abbreviations

<b>ARES</b>	Attitudes Related to Spirituality
<b>CP</b>	Creative Performance
<b>DV</b>	Dependent Variable
<b>IV</b>	Independent Variable
<b>Med</b>	Mediator
<b>Mod</b>	Moderator
<b>POP</b>	Perception of Politics
<b>Psycap</b>	Psychological Capital
<b>SI</b>	Spiritual Intelligence

# Chapter 1

## Introduction

### 1.1 Background of the Study

Since the past decade, psychological capital as a form of strategic resource has gained the attention of researchers because of its impact on individual performance (Ardichvili, 2011). It helps the organizations to gain a competitive edge over others. Equal importance has been given to psychological capital both in the domains of psychology and business. A vast literature exists that explored the association of psychological capital and individual-level employee attitudes, behaviors, and performances while in recent years, researchers have also studied this construct with various team-level outcomes (Luthans, Avey, & Oke, 2011). The focus of psychological capital is to focus on the positives of an individual rather than focusing on their flaws., where each facet of psychological capital focuses on highlighting the motivational proclivity to achieve the set targets and be successful (Newman, Zhu, & Hirst, 2014).

However, its importance has increased three folds now, considering how the COVID-19 pandemic has brought a change in the way organizations operate and consequently how employees have to deal with the stress that follows their routine work. In both rural and urban areas, health problems are consistently worsening, making the healthcare sector essential for everyone. In addition, the Covid19 outbreak has certainly made the situation even worse for most healthcare workers throughout the world, since the illness has so far killed approximately 2 million people as

well as infected over 80 million by the end of 2020 (Korman & Mujtaba, 2020). The Nursing sector in Pakistan has been the one that has been the most affected because the nurses have to be in direct contact with the infected patients, so their stress levels and the complexity of their jobs have increased (Neto et al., 2019).

In the light of organizational behavior, psychological capital is a personality construct that refers to one's positive psychological state of development. (Luthans et al., 2007). Luthans (2007) and his colleagues developed the idea construct of psychological capital and suggested that the psychological capital in individuals can be harnessed to achieve better performance improvements. It is well known in hospitals that the role of nurses is critical in providing good treatment to all patients (Sheehan et al., 2019). Thus, it is a key concern for nurses' psychological well-being (Karatepe, 2013). Many factors, such as psychological capital (Boxall & Purcell, 2011), can help to mitigate these issues and boost nurse productivity. Nurses working in long-term care institutions, in particular, might benefit from a good work environment. Psychological capital consists of four positive psychological resources i.e., Hope, self-efficacy, resilience, and optimism, also known as HERO when integrated. Hope comprises two components; agency and pathways. Where agency refers to the individual's motivation to succeed in a specific task in a certain context and pathways refer to the means through which tasks can be completed (Luthans, Norman, et al., 2008). Lopez et al., (2018) study provided the empirical foundation for the construct of hope used in the creation of Psy-Cap. Hope, according to Snyder is a positive motivational emotion marked by action (goal-directed energy) and pathway development The motivating drive to pursue objectives is provided by the agency component of hope, while the paths component allows persons with greater levels of hope to produce numerous paths to achieving such goal. Those with high levels of hope frame activities in such a manner that they are strongly driven to succeed in the work at hand, while also developing various methods to reach their goals if barriers emerge. Therefore, individuals with higher levels of hope exhibit the capacity to use various means to achieve their desired goals.

Those with higher self-efficacy are more confident in their abilities and therefore are better at dealing with difficult and challenging situations (Bandura, 1997).



As per Scheier, Carver, & Bridges (2001) optimism refers to an individual's expectancy that the outcomes would be positive. Those who are optimistic build their motivation in their belief in attaining positive outcomes which helps them to pursue their goals effectively. Self-efficacy refers to a person's faith and conviction in their ability to take a step towards a certain goal and eventually succeed in accomplishing that objective. This belief is based on an individual's ability to generate through motivation, knowledge sources, or courses of action to do a certain task in a specific setting (Stajkovic & Luthans, 1998).

Another important component of psychological capital is resilience which refers to an individual's capacity to bounce back from adverse, risky, and failing situations and the ability to adjust to changing and challenging life situations (Tugade & Fredrickson, 2004). Resilient individuals are better at adjusting to unfavorable events and changing circumstances (Luthans, Vogelgesang, & Lester, 2006). It's worth noting that resilience stresses adaptability to both good and negative experiences, and is therefore defined as a group of occurrences marked by adaptive coping techniques. This applies to the ongoing COVID-19 situation as well. People with a higher degree of resilience are more immune to the negative effects of setbacks; as a result, Resilience is regarded to be a necessary condition for long-term involvement (Thompson, Lemmon, & Walter, 2015).

Optimism, the third component of PsyCap, relates to a person's expectation of favorable results. People who have this positive expectancy are keener to put out effort, even in the face of rising difficulty, in the hope of achieving a good goal (Carver & Scheier, 2002). Optimistic people have an affirmative explanatory style in which they discover internal explanations for positive event outcomes and external causes for negative event outcomes (Seligman, 1998). Although each facet of psychological capital works through its mechanism in favor of employee outcomes when combined work in synergy, it produces an even stronger drive and far-reaching benefits for the employees as suggested by researchers (Dawkins, Martin, Scott, & Sanderson, 2013).

Research shows that psychological capital leads to several different outcomes like organizational commitment and satisfaction (Luthans et al., 2008), intentions to stay, and loyalty toward the organization (Luthans & Gensen, 2005). Extant

research gives a clue that psychological capital tends to positively influence creative performance and innovation on an individual level. For example, Sweetman et al. (2011) found that psychological capital positively impacts creative performance and Luthans et al, (2011) research showed that psychological capital was positively linked to innovative problem-solving performance and creativity.

Besides gaining popularity among the general public, the construct of spirituality has also succeeded to permeate traditional organizations (Karakas., 2010). Many modern-day organizations such as the technology giant IBM have an essence of spiritual intelligence in their job advertisement, they use phrases like ‘At IBM, work is more than a job—it’s a calling.’ This shows how modern-day organizations have acknowledged the impact that meaningful work may have on individuals’ performance levels. Those who perceive their work as meaningful tend to ultimately invest all their resources in it for the achievement of their goals.

Amidst a pandemic like COVID 19, the nurses with a higher level of psychological capital would perform better than others because it makes them capable of dealing with stressful situations and viewing them as a challenge (Karatepe & Avci 2017). As employees spend most of their time in their organization their values and beliefs and ultimate actions are mostly backed up by constructs such as spirituality and psychological capital. By collaborating in groups or teams (Wiersma & Morris, 2009), spirituality strengthens meaningful work and improves performance. Historically, every workplace was simply to make a living and not to cultivate answers of finding meaningful purpose at work, but now it is becoming a critical consideration in today’s age. As now millennials preplan their retirement ages etc. So, they are interested in only those jobs that excite them whereas traditionally people would opt for those jobs also that do not align with their personalities and their inner selves. Organizations are therefore beginning to recognize the concept of ”spiritual intelligence” as a means of enhancing employee ”creative performance” at their work. Nursing is a profession for individuals who can adapt to a fast-paced work environment and have the ability to face difficult situations, serve society with zeal, consistently recharge their inner selves, are responsible, resourceful, and have a positive attitude toward their work. Spiritually inclined nurses constantly evaluate nursing techniques, strive for excellence in their

service, and actively respond to a variety of activities in the work environment. The global catastrophe brought on by the COVID-19 epidemic has necessitated retraining and the cultivation of positive psychological capabilities among nurses. Professional aptitude can be improved through spirituality in the mindful health workers (Zinnbauer et al., 1997).

Organizational behavioral challenges are the focus of psychological capital (Luthans, Avolio, et al., 2007). Increased levels of hope, optimism, and self-efficacy lead to greater job satisfaction and competence, as well as a reduction in professional burnout or exhaustion (Hmieleski & Baron, 2009). Nurses in Pakistan face a variety of issues, including excessive workload and stress, which hurts their performance in hospitals (Irfan et al., 2012). Nursing is an important part of patient care and a key component of providing healthcare services to patients in public and private hospitals. According to previous research, some factors have a negative impact on patient care (Sveinsdottir et al., 2006).

This study aims to study the antecedents and outcomes of psychological capital with the moderating role of perception of politics in the nursing sector of Pakistan amidst Covid-19 because even though the nurses were working in the most stressful working conditions, their performance has remained outstanding in fighting with the pandemic. Because of their optimal performance levels even in the stress full situations, we assume that they possess certain innate capabilities and internal resources that must have facilitated them to perform well. So, it is important to explore what kept them motivated in the turbulent times when the pandemic was at its peak. Studies support that psychological capital has a significant positive link with employees' creativity and performance (Alessandri et al., 2018).

Psychological capital represents an individual's psychological resources, and those with strong psychological capital may recover and move forward when confronted with job difficulties. Nurses with more psychological capital are more likely to perform successfully. When an employee has a major setback, he or she might bounce back and see the setback as a learning opportunity. Similarly, large amounts of psychological capital might indicate a favorable work-related performance by an individual.

## 1.2 Gap Analysis

Spiritual intelligence refers to the intelligence that an individual uses to address and solve problems and give meaning to life (Zohar & Marshall., 2004). Individuals with higher spiritual intelligence remain motivated because of their optimistic inner self, they put in their best efforts in everything that they do, they derive joy in helping others and work towards the betterment of themselves and those who surround them by the virtue of a higher-level intelligence. Spiritually intelligent employees try to find meaningfulness in their work through creativity. Past research has shown that spiritual intelligence has helped employees in their career management and improved their overall performance (Amram, 2009).

Spiritual intelligence has previously been studied with multiple outcomes such as; organizational performance by Malik and Tariq (2016), coping strategies and mental health Bozorgi & Bozorgi (2016), creativity in team and individual sports Aydin (2019), job burn out by Khazan et al, 2017). But little attention has been paid to exploring its relationship with individual-level creative performance. Ahmed et al (2017) suggested that there is a need for the construct of spiritual intelligence to be examined extensively in Pakistan. Therefore, the current study will fill the gap by exploring the impact of spiritual intelligence on the creative performance of nurses.

Multiple predictors of psychological capital have been studied in the past such as workplace support by Luthans and Norman, et al., (2008). Niga et al. (2012) found out that satisfaction with buddying and other social mechanisms led to higher psychological capital in individuals. Combs et al. (2012) found a positive relationship between the strength of an individual's ethnic identity and psychological capital. However, little attention has been paid to spiritual intelligence as a predictor for psychological capital although spiritual intelligence plays a very big role in reinforcing psychological capital in individuals. Luthan (2007) reveals that spirituality can be studied as a predictor of psychological capital because spirituality meets at least the minimum level of criteria to make a significant contribution to the construct of psychological capital. Zohar and Marshall (2000) define Spiritual Intelligence as the ability in addressing and solving problems of meaning and

value. This ability also applies to the individual's placements of their actions and their lives into a wider, richer, and meaning-giving context. Consequently, individuals who view their lives as meaningful will be hopeful, resilient, and optimistic and therefore thrive to give the best of their capabilities in every situation. Past research entitled 'Predicting Psychological Capital through the element of spirituality in the nurses, indicated that the components of spirituality act as a predictor for psychological capital (Jafari & Javadian, 2013). This study aims to fill the gap and add to the existing literature on spiritual intelligence and psychological capital. The current study fills the gap in the literature by studying psychological capital as a mediator between spiritual intelligence and creative performance. Psychological capital has been studied as a mediator between work-family conflict and three dimensions of burnout in medical practitioners as per Wang et al., (2012) and between a healthy work environment and optimal performance results (Luthans, Norman. Avolio, & Avey, 2008). In the presence of psychological capital where an individual is more optimistic, hopeful, resilient, and self-efficient. The study also aims to explore the moderating role of perception of politics in the relationship between spiritual intelligence and creative performance, organizational politics is a reality and is generally seen in negative connotation (Ferris et al, 1989). Findings of previous research indicate that it brings negativity (Kacmar et al., 1999, Witt et al., 2000) and performance (Francesco Sguera et al, 2021). Past research has studied the moderating role of culture and demographics in the association between spirituality and creative performance and suggested exploring other moderators like politics which affect this relationship (Malik & Tariq, 2016). Hence, we aim to study the moderating role of perception of politics as the moderator as per our interest and see if its negative effect will bring about a change in the otherwise positive relationship between spiritual intelligence and creative performance.

### 1.3 Problem Statement

The pandemic in Pakistan has exposed the nursing industry to demanding working circumstances, yet despite this (Covid-19), the nurses have maintained their

innovative performance and have gone above and beyond what was necessary to combat the virus. Only a little amount of study has examined the process that increases nurses' psychological capital and fosters creativity. Furthermore, the notion of politics continues to be a key component of Pakistan's health sector, which diminishes the likelihood that one may protect their positive attitude. As a result, this study also tries to find out how nurses see organizational politics.

Thus, the goal of the current study is to better understand how spiritual intelligence influences psychological capital, which in turn promotes greater levels of creative performance among Pakistani nurses during COVID-19. As far as we are aware, in Pakistan scholars has limited studies towards this approach. Thus, this study would be the pioneer of its kind and pave the way for subsequent studies.

## 1.4 Research Questions

This study tends to target the following research questions;

### **Research Question 1:**

What is the relationship between spiritual intelligence and creative performance?

### **Research Question 2:**

Does spiritual intelligence have an impact on psychological capital?

### **Research Question 3:**

Does psychological capital lead to a creative performance in individual employees?

### **Research Question 4:**

Does psychological capital mediate the relationship between spiritual intelligence and creative performance?

### **Research Question 5:**

Does perception of politics moderate spiritual intelligence and creative performance?

## 1.5 Research Objectives

The research attempts to achieve the following objective (s);

**Research Objective 1:**

To explore the relationship between spiritual intelligence and creative performance.

**Research objective 2:**

To examine the relationship between spiritual intelligence and psychological capital.

**Research objective 3:**

To find out the relationship between psychological capital and creative performance.

**Research Objective 4:**

To explore the mediatory role of psychological capital between spiritual intelligence and creative performance.

**Research objective 5:**

To examine the moderating role of perception of organizational politics between spiritual intelligence and creative performance.

## 1.6 Significance of Study

The current study contributes to the existing literature in several ways. First, the research explores the effect of spiritual intelligence on creative performance. Spiritual intelligence is a concept derived from positive psychology, thus investigating its effects on creative performance in the business domain would be a significant addition. Also, spiritual intelligence is a novel concept that is still being explored so this study will prove to be a major contribution in the the extant literature. Furthermore, this study indicates that spiritual intelligence is also a predictor of psychological capital as indicated by the work of Luthans and his colleagues (2007). Secondly, this research will explore the mediatory mechanism of psychological capital for the relationship between spiritual intelligence and creative performance.

Moreover, the healthcare sector plays a very important role in the economy of a country as well as its overall welfare. The working conditions are usually harsh for the healthcare staff due to their long shifts and the increased number of incoming patients. More so especially when hit by a pandemic like COVID-19. The wages of the staff in Pakistan are also significantly lower. But surprisingly the performance doesn't deteriorate despite all these factors. So, studying this model and the role that spiritual intelligence and psychological capital play in the creative performance of nurses will prove to be very interesting and significant.

Moreover, the healthcare sector and the profession of nursing demand an individual to have very strong cognitive resources to maintain integrity and remain composed under turbulent situations as well. With the emergence of a contagious virus pandemic like COVID,-19 all the hospitals operate under special conditions to tackle the emergency that arises with the large influx of patients. As the number of incoming patients increase the nursing profession demands also increases, as they have to work for more hours than usual. Therefore, it becomes essential for the nurses to have sufficient spiritual intelligence and psychological capital to keep themselves calm and maintain their creative performance despite having to face harsh working conditions. So, to study the effects of SI and psychological capital will have on creative performance of the nurses is very much relevant and will prove to be of great significance.

Lastly, the study will also explore how the perception of politics moderates the relationship between spiritual intelligence and creative performance. Thus, this study will help the practitioners identify appropriate measures that may be taken to maintain optimal performance levels in all kinds of situations, this study will contribute both theoretically and contextually.

As per the interpretation of Hofstede's cultural dimensions, Pakistan is a collectivist society where power distance is high and there is long-term orientation. Where people of such a culture tend to see themselves as a whole collective community where people tend to seek joy in being helpful to the people of their community. Due to the high-power distance culture, people mostly tend to rely only on their perceptions because they have acceptability towards power, obeying orders of



those in power is a norm, they still do carry misperceptions regarding the management and organizational politics. Due to the long-term orientation, people have a firm belief in spiritual intelligence and rely on it for tackling their day-to-day lives. Consequently, the fact that Pakistan is a collectivist Asian country depicts that the idea of spiritual intelligence is very much relevant and prevalent here.

## 1.7 Supporting Theory

### 1.7.1 Spillover Theory

Spillover theory (Jacobs et al., 1969) is used to build a theoretical framework for this study amidst the covid-19 pandemic. Spillover is described as experiences transferred intact from one domain to the other (Edwards & Rothbard, 2000). The theory considers the effects of one's perceptions and conceptions on the output that he or she produces. It indicates that the ongoing organizational events have a significant impact on employees' perceptions based on the environment provided to them, which in turn has a spillover effect on their behaviors, attitudes, and emotions. Spillover is the concept that confronting one aspect of the workplace will cause another aspect to emerge and that an employee's perception of the organization's political environment will change their behavior accordingly.

Previous researchers indicate that psychological capital plays a significant role to obtain desirable outcomes (Guo et al. 2018; Raja et al. 2020). Thus, we assume that the psychological capital will help the nurses in controlling negativity so that they can maintain their optimal creative performance levels even in these turbulent times. Research shows that knowledge, courage, positivism, and resilience display a spillover effect on unlimited positive outcomes (Mubarak et al., 2021). Hence the interrelated spillover effects that the construct of psychological capital and spiritual intelligence have on the performance levels of nurses working in a stressful environment like this pandemic is undeniable. Moreover, spiritually intelligent individuals are more empathetic towards others, whereas the better psychological strength in turn affects the working pattern of individuals. So, an individual who has both, a higher spiritual intelligence and psychological capital will be able to

deal with challenging situations with ease and would spillover positivity from one domain (the inner self) to another domain (work).

Furthermore, spillover theory supports the fact that when an individual encounters one aspect at their job, it will affect another aspect. so, if employees develop perceptions about their organizational politics at their work, it will influence their behaviors accordingly. As a consequence of the spillover effect that their perceptions about organizational politics have, reduced levels of creativity will be evident their performance. As human perceptions have an impact on their emotions and behavioral patterns. The spillover effect that stems from one variable leads to an effect on the variable. The spillover effect tends to be even stronger under special circumstances such as the emergence of such a contagious virus after almost 100 years. Employees belonging to all professions throughout the world suffered these effects. But more in the case of nurses fighting as a front line staff.

# Chapter 2

## Literature Review

### 2.1 Spiritual Intelligence and Creative Performance

Historically, spirituality and religion were tightly interwoven (Koenig, 2008) but recent research and the current understanding of spirituality have indicated the usage of the term spirituality without reference to religion or religiosity, as well as the rise of "spiritual but not religious" persons (Larson et al., 1998). Although spirituality and religiosity are overlapping concepts, most academics think that they are distinct. Researchers who advocate spiritual intelligence view spirituality and religiosity as two different concepts (Cash & Gray, 2000). Spirituality exists independently of religious beliefs (Paloutzian et al., 2021). Spiritual intelligence's use in influencing employee creative performance is very critical since it influences the attainment of the overall organizational objectives.

Spiritual intelligence has a very important role to play in the lives of most people around the globe. Even though Zohar (2000) defines spiritual intelligence as an intrinsic ability to discover meaning in all beings, she also says that spiritual intelligence is unrelated to religiosity. Spiritual intelligence does indeed have a biological foundation, whereas religiosity is a product of extrinsic factors such as family and society which means that even if an individual doesn't adhere to any religion, they might have a high level of spiritual intelligence.

This means that even the religion that an individual belongs to does not have any effect on their levels of spiritual intelligence, people belonging from one religion cannot be said to have a higher spiritual intelligence than others and so on. Therefore, for this research, we also tend to keep spiritual intelligence independent of religiosity because spirituality independent of religiosity helps an individual in finding meaningfulness in their work and hence feel more responsible for it. Moving on the concept of spirituality at the workplace and the spiritual intelligence will only be taken as an ‘intelligence’ that employees use in order to find meaning in their everyday lives and solve problems accordingly. This is a kind of intelligence that facilitates an individual to solve problems and face obstacles through a systematic and composed manner. Zohar (1997) claimed that the conceptions of ‘spiritual’ and ‘intelligence’ are associated with one another. The link between the spiritual and intelligence is that together form “spiritual intelligence” is the essential element to the well-being of an individual and for their meaningful life. It is also the intelligence of both the inner self and the intelligence related to the soul. It is the intellect that allows a person to reframe their responses to the basic and fundamental questions of life. As per Puchalski & Romer (2000) spirituality ”allows a person to experience a transcendent meaning in life, expressed as a connection with God, but also including the relationship with nature, the arts, music, family or community, or any beliefs and values that give a person a sense of meaning and purpose in life.”(Amabile, Barsage, Mueller, & Staw, 2005) have defined creative performance as the act of ”generating new ideas for improving products, services, and processes in order to better meet the organization’s goals”. The creative performance of workers is a performance dimension that has piqued the curiosity of practitioners and scholars alike (Coelho, Augusto, & Lages, 2011). Oldham & Cummings (1996) defined creative performance as the products, ideas, or methods that meet two requirements, namely, they are unique or distinctive, and they are potentially relevant for or valuable to an organization,” according to the definition of creative performance.

In today’s business and service environment, employee creative performance is a fascinating topic. Creativity has been identified as a source of organizational innovation (Amabile, Conti, Coon, Lazenby, & Herron, 1996), a requirement for

practically all occupations (Shalley, Gilson, & Blum, 2000), and a key to organizational competitiveness. Nazir and Islam (2017) added that it's a combination of knowledge, skills, abilities, and motivation aimed at specific job responsibilities. It is the efficacy of each and every employee's action that contributes to the achievement of corporate goals (Tabiu & Nura, 2013). Effective employee creative performance management is critical for policy implementation and the organization's strategic goals to be fulfilled (Amos et al., 2004). The study conducted by Bantha, & Nayak (2021) revealed that employee creativity and spirituality have a substantial significant association. They also indicated that a positive association between spirituality and psychological resources exists as well.

Zohar (2005) linked Spiritual intelligence with creativity as she added it is the ability to access higher meanings, values, enduring purposes, and unconscious components of oneself, as well as the capability to invest these meanings, values, and purposes in leading a rather more fulfilled and creative existence. She added that the capacity to think beyond the box is one of the signs of higher levels of spiritual intelligence. These ideas are derived from the characteristics that characterize complex adaptive systems. Complex adaptive systems are living systems that produce an order from chaos in biology. They're very unstable, facing the threat of chaos, which is why they're so sensitive. These systems are comprehensive, emergent, and can adapt to alterations creatively. They're always in a creative conversation with their surroundings.

Freshman (1999) added that workplace spirituality tends to foster and enhance the levels of creativity in individual employees alongside increased personal fulfillment. Moreover, Ashmos and Duchon's (2000) definition of workplace spirituality is similar to the definitions put forward by Beyer (1999), and Kinjerski & Skrypnek (2006), it includes a sense of community, purposeful work, and inner self. Through their definitions, it can be noted that spirituality at work is the recognition that employees have an inner life that is nurtured by purposeful work that takes place in the context of community. George (2006) added that employees that have a higher degree of spiritual intelligence are better at taking the right courses of action and adapting to their changing work requirements and hence produce better outcomes

such as creative performance. So many studies are available in the literature that demonstrates the importance of creativity to gain a competitive edge (Amabile, 1996; Oldham, 2002).

According to Mirvis (1997), firms with a high level of workplace spirituality surpass and outperform those without it by 86 percent. Furthermore, such businesses are said to grow faster, become more efficient, and provide larger returns on investment. On a personal level, generalized benefits of a spiritual intelligence include improved physical and mental health in workforce, enhanced personal growth as an outcome of contributing to something larger than oneself and an increased sense of self-importance, greater adaptability and creativity (Mackenzie et al., 2000). Employee creativity and individuality are fostered in such organizations through a greater ability to adapt to changing and challenging work tasks (Maccoby, 1988). Whereas literature suggests that the lack of spirituality in the workplace may result in some negative consequences for both the organization and individual employees. Organizations that are characterized by lower levels of workplace spirituality are the ones where employees face a lower self-esteem which results in decreased creative ideas in employees and detachment from the job (Brockner, 1985).

Spiritual intelligence, according to Yadav (2011), has a direct impact on employee performance. Bhangale and Mahajan (2013) added that it aids in goal attainment. People find novel and unique ways of solving problems and being creative by the virtue of their spiritual intelligence, according to Zohar (2005), aids a person's access to the purpose of life as well as their ability to be more creative and imaginative. Spiritual intelligence has a favorable influence on employee happiness in several ways and happy employees are most likely to produce more innovative ideas (Isfahani & Nobakht.,2013). A substantial link exists between spirituality and creative performance among employees (Motakallem, 2014).

Various previous studies have focused on the impact of spiritual intelligence in the nursing sector of different countries like Taiwan (Faribors, Fatemeh, & Hamidrez, 2010), Malaysia (Kaur, Sambasivan, & Kumar, 2013)., China (Yang, & Wu, 2009) and Iran (Al-Mailan, 2005), they found that spiritual intelligence has a positive impact on their happiness, wellbeing, patient satisfaction, and caring behavior.

All of these factors contribute to the overall performance of employees. If the nurses are happy, the chances are that their creative performance would be higher too as Boren (2010) has indicated that creativity may stem from emotions. Employees that see their work as being meaningful tend to seek happiness and joy in serving others. Creativity can be viewed as the ability to create new thoughts and constructive results (Mittal & Dhar, 2015). Spiritual intelligence fosters innovation and creativity in employees and makes them capable enough to change and control situations (Zohar, & Marshall, 2000). Every human being's three deepest motivators are creativity, meaning, and purpose. All of which are the cornerstone of functioning with spiritual intelligence since they remain in the domain of the human spirit. (George, 2006)

Spirituality holds undeniable importance when taken in the nursing sector as it makes the baseline of employees' nursing behaviors (Van Leeuwen & Cusveller, 2004). If spiritual intelligence is exercised in nursing care, it results in the optimal performance and quality care for the patients impacting the performance levels of nurses positively (Donley, 1991). Amabile (1988) has found that personal dispositions and individual characteristics like intelligence and cognitive abilities are associated with creativity. Spiritual intelligence, on the other hand, is defined as a collection of talents that people utilize those resources in a way that benefits them. It may help to enhance their daily performance and wellbeing (Amram 2007). Ronel and Gan (2008) found that spiritual intelligence is also seen as the core ability and a factor that affects and guides other abilities. Several studies in the corporate sector have confirmed the positive effects of embracing spirituality in the workplace on employee wellness, job performance, finding meaning at work, organizational commitment, and life satisfaction, resulting in increased organizational success (Jeon & Choi, 2021) alongside maintaining optimum quality of service (Milliman et al., 2018). So, we can assume that spiritual intelligence affects the creative performance of individuals as per the proposition put forward by Glynn (1996) that creativity is embedded in the individual's intelligence.

Based on the above literature it can be hypothesized that spiritual intelligence is positively related to creative performance.

H1: Spiritual intelligence is positively related to creative performance.

## **2.2 Spiritual Intelligence and Psychological Capital**

The concept of spirituality is growing rapidly, particularly in the workplace. This is because today's employees tend to seek meaningful work assignments, and many research findings in this regard have supported the notion that today's generation requires psychological and emotional alignment for a professional individual to perform well, i.e., feeling connected to a higher purpose at work (Ashmos & Duchon 2000). Employees who are engrossed in their work are said to be doing meaningful work. Workplace spirituality has now been recognized as a critical field of study to support a meaningful professional profile. At the same time, the research on good organizational behavior has acknowledged the importance of psychological capital, or PsyCap, in predicting various workplace outcomes such as higher productivity, satisfaction and lower absenteeism. The construct of psychological capital and spiritual intelligence both have their foundations in and stem from the concept of positive psychology so they are very much interrelated with one another.

As per Nasel (2004) spiritual intelligence is, "the ability to call on one's spiritual talents and psychological resources to recognize, find meaning in, and overcome psychological, spiritual, and practical challenges,". Such resources and capabilities, whether prayer, intuition, or transcendence, should be important to strengthening an individual's ability for personal fulfillment in events, problem-solving skills, and adaptive decision making. By strengthening the cognitions, spiritual intelligence also greatly facilitates and helps to flourish the psychological capital even more. In the positive psychology movement, workplace spirituality has picked up steam. The construct of psychological capital and spiritual intelligence has both stemmed from the concept of positive psychology. Researchers are looking for a rational scientific investigation into the aspects of the workplace spirituality construct and its link to other parameters that have a significant impact at work. One such parameter that seems to be the outcome of spiritual intelligence is the construct of psychological capital as indicated by Luthans (2007). Employee psychological well-being is critical because employees spend the most of their time at work cultivating cordial connections with coworkers, fostering moral



and professional ethical principles, and eventually increasing emotional health and occupational happiness, all of which are helpful to humanity (Harter et al., 2002). Spirituality has been found to positively influence a person's psychological capital (Sarkar & Garg., 2020). Individuals who have spiritual intelligence tend to see their work as a calling rather than just a routine set of tasks, they take the intrinsic motivation to meet or exceed their work-related expectations, to do this they may go above and beyond their call of duty (Luthans et al., 2007).

Spiritually intelligent individuals find their work meaningful as spiritual intelligence is thought to be capable of enhancing and enriching one's life into being more meaningful. (Amram & Dryer, 2007). The health of an organization is based on the spiritual well-being of its employees, as the organization itself is composed of the group of people working there for the attainment of certain goals, one of which is creative performance and innovative work behaviors. Furthermore, to experience meaningfulness in one's job profile is an important spiritual state for a professional at work. professionals tend to find meaningfulness in their work through their spiritual intelligence.

A study's results demonstrated that the increased levels of spiritual intelligence lead to better psychological capital and overall wellbeing in employees. Thus, it can be said that the spiritual intelligence of employees will lead to a higher level of psychological capital for the employees working in the Pakistani context as well. Studies conducted by Pargament (2009) and Mattis (2004) show that spirituality is positively related to coping with hardships, enhanced relationships, and psychological wellbeing. Spiritually intelligent individuals have hope, they are optimistic about the achievement of their goals and show resilience in dealing with problematic situations like the covid-19 pandemic. Employee spiritual intelligence is the component of life that contributes to personal and commercial success (Javaheri et al., 2013). Hence the attributes that are demonstrated by people who are more spiritually intelligent also indicate that they have a higher level of psychological capital. Being resilient and optimistic in turbulent times is a quality that people who have a higher degree of psychological capital portray. Optimism and resilience are components of psychological capital.

Noble (2001) added that spiritual intelligence combines the attributes of flexibility and emotional resilience which may develop from spiritual experiences that have a role in the psychological health and behavior of individuals. Furthermore, studies show spiritual intelligence as a predictor of resilience which is an important facet of psychological capital (Keshavarzi, & Yousefi, 2012). Yim, Seo, Cho, and Kim (2017) hypothesized that contextual or situational characteristics may be used to develop psychological capital, whereas spiritual intelligence helps individuals to be more resilient, and optimistic, and builds more hope and self-efficacy in them. In their study, Ahmadian et al. (2013) describe spiritual intelligence as "the ability in a person to build up a dream and also offer a will power to fulfill such a dream." According to another researcher, Alam (2014) "Spiritual intelligence is the problem-solving strategy in a person that relies on ethical principles, cognitive, and emotional intelligence,". This indicates that individuals who have a higher degree of spiritual intelligence tend to have a higher level of psychological capital as well because they would be hopeful in the pursuit of dreaming to achieve goals, where through their resilience and self-efficacy they will eventually turn their dreams into reality. Extant literature shows that research has been carried out to study the relationship that spirituality has on each component of psychological capital. Marques et al. (2013) and Scioli (2007) found that spirituality and hope have a positive relationship. as spiritual intelligence enables a person to have strong faith in the outcomes that they are willing to achieve which in turn generates hope. Fox et al (2018) concluded that spirituality helps individuals to find pathways because it helps them to analyze a situation critically and thereafter understand what course of action would be the most appropriate to take. Pathways constitute a major psychological facet which is hope.

Psychological capital, according to Gooty et al. (2009), is an individual's crucial psychological resource in the form of hope, optimism, resilience, and self-efficacy, which gives energy to perform well (Sweetman et al., 2011). More specifically, optimism is about having confidence in one's abilities and utilizing resources necessary to complete the assignment, self-efficacy is about having confidence in one's abilities and optimizing resources required to fulfill the undertaking task, and resilience is about one's commitment while facing challenges (Avey et al., 2010).

Salsman (2005) reported that people who are more spiritually oriented in life tend to have a more optimistic approach in life towards their future. Van Cappellen et al. (2016) added that spirituality brings about a positive state of mind which in turn positively influences an individual's wellbeing and optimism. The idea that spirituality builds optimism has been supported by Gargm (2017), who found out that spiritually intelligent people appreciate and enjoy the brighter side aspect of every situation that may take place in their life. This is also an indication towards the relationship between spiritual intelligence and psychological capital. As for resilience which makes another very important facet of psychological capital, researchers like Fox et al. (2018) have found out that spirituality happens to be one of the most prominent and major antecedents of resilience.

Spirituality tends to foster resilience because it helps in maintaining vitality under stressful full and complex situations (Lavine et al., 2014). Foy et al. (2011) argued that spiritual intelligence acts as a long-term coping mechanism to help them in stressful and traumatic situations.

The level of a person's spirituality positively impacts self-efficacy (Fox et al., 2018). Duffy and Blustein (2005) added that people who exhibited a higher quotient of spiritual intelligence tend to be more confident in their decision-making. As spiritually intelligent people tend to have sufficient psychological resources and their abilities to use these resources to deal with complex life situations. Jun and Lee (2016) also concluded that a positive linkage exists between spirituality and self-efficacy amongst nurses. Many previous studies show the positive relationship that exists between spirituality and self-efficacy (Fox et al., 2018), and the score of an individual's spiritual orientation influences their self-efficacy. It is important to note that, similar to the researchers carried out on how each facet of psychological capital fosters creative performance numerous research exists, which have been mentioned above that show how spirituality and each facet of psychological capital are also very much inter related.

Nurses who've been spiritually significantly more prone toward divine wisdom communicate this to their patients through their caring abilities, show compassion to patients and coworkers, when necessary, cultivate positive interpersonal relationships with them, find meaning in their nursing work, and finally align

their interests with the visionary goals of the organization. Healthcare practitioners should maintain a charitable attitude toward patients, consistently showering compassion on them and remaining concerned about their mental health. Healthcare practitioners must be highly committed, sympathetic, and emotionally stable at work, displaying a holistic approach and preserving professional integrity. They demonstrate higher levels of resilience to bounce back from turbulent situations and succeed. In order to do so they also tend to use optimism, they remain composed and positive that the situation will get better by being compassionate towards their work, they are hopeful that positive outcomes can be attained and finally they invest their psychological resources to exhibit a higher self-efficacy.

Based on the above-mentioned arguments we propose that spiritual intelligence may improve the level of psychological capital in front line nurses in dealing with the covid 19 and so it is hypothesized that:

H2: Spiritual intelligence is positively related to psychological capital.

## **2.3 Psychological Capital and Creative Performance**

Employees' creative behaviors (e.g., inventing, adapting, and implementing new products and work techniques) are critical resources for a company's success in a changing business environment. These are the valuable resources that help organizations grow successfully in the ever-changing and dynamic organizational context. Contextual factors (Amabile, 1988) as well as dispositional factors have been studied in previous research (Furnham & Bachtiar, 2008) as aspects that drive innovative behaviors in the workplace, given the relevance of innovations for organizational success and sustainability. Individuals can think out of the box when they have a sufficient level of self-efficacy. One of the main components that make up psychological capital is self-efficacy; self-efficient people are the ones who are more innovative and they try to think of non-traditional approaches towards problem solving. They tend to adopt the smart working mechanism and invest their cognitive resources to solve problems in a creative manner. One such

variable that is theoretically related to creativity is psychological capital, which refers to an individual's positive psychological resources (Luthans, Youssef, & Avolio, 2007). It can provide a vital store of psychological resources that can aid in the effective innovation of work-related concepts. If their personal capacities are insufficient to meet demands, employees may resist pursuing a difficult task. Employees with higher levels of psychological resources are more likely to meet their goals, according to numerous theoretical and empirical studies (Trachsler & Jong, 2020). This assessment primarily highlights the need of workers developing strong psychological reserves and optimism, which leads to improved employee performance. Furthermore, these tools serve as a buffer against the day-to-day issues that negatively impact employee performance (Gooty et al., 2009).

Employees in modern organizations must be versatile, forward-thinking, and agile in order to adapt to changing work environments, constantly devise innovative strategies to combat unforeseen circumstances such as the recent COVID-19 pandemic, and focus on professional well-being (Varshney & Varshney, 2020). Employees must be equipped with positive psychological resources in order to adapt to a flexible and responsive work setting (Pulakos et al., 2000). Psychological capital was found to be buffering element with anxiousness (Liu, 2013), burnout (Wang et al., 2012), and acted as a predictor of well-being in many previous empirical studies (Culbertson et al., 2010). Highly optimistic people maintain a positive attitude under all conditions and create practical solutions to problems, relieving tension and anxiety (Hmieleski & Baron, 2009). Resilient people face hardship with courage and perseverance, which helps them overcome depression and emerge successful (Tugade et al., 2004). Hope (Ciarrochi et al., 2007), self-efficacy (Seggelen-Damen and Dam, 2016), optimism, and resilience are all factors that bring desirable outcomes (He et al., 2013).

Furthermore, Amabile (1988), and Oldham & Cummings (1996) define creativity as "behaviors linked to the generation of innovative and valuable ideas. Abbas (2015) added that Individuals with a high psychological capital are supposed to work together to come up with novel approaches to achieve their aims. Psychological capital is a higher-order component that supports change at the individual level and is crucial to effective organizational transformation (Avey et al., 2008).

Individuals with high psychological capital levels might create new paths (hope) to achieve their objectives. These individuals have the confidence (efficacy) to achieve desired goals through alternative paths (hope), positive attribution and outlook for the future (optimism), and the ability to bounce back from setbacks (resilience) in the event of any difficulty or failure that may arise as a result of implementing creative ideas (Luthans et al., 2007). As a result, employees may benefit from these favorable psychological resource capacities when it comes to displaying creative performance.

As per the past literature psychological capital tends to add to pleasant feelings. Avey et al. (2008) discovered that hope, optimism, efficacy, and resilience promote positive feelings in people. Avey, Wernsing, and Mhatre (2011) research also confirmed that psychological capital produces pleasant feelings which harness positive emotions to build thought-action repertoires that consequently aid in the emergence of creative performance. The enhanced array of positive psychological resources such as hope, efficacy, optimism, and resilience may be useful in problem-solving and boosting creativity, therefore employees with a positive mindset are much more creative (Rego, Sousa, and Marques, 2012). These creative employees will not only be able to come up with creative ideas but also get acceptance from their coworkers to embrace the ideas and bring them into practical implementations in the workplace (Abbas & Raja., 2015).

Literature shows that all the components of psychological behavior such as hope, resilience, self-efficacy, and optimism have been studied with creativity independently. Rego, Machado, Leal, and Cunha (2009) have studied the impact that hope has on creativity while Rego, Sousa, Marques, and Cunha (2012) explored the positive association that exists between optimism and innovative performance. Moreover, authors such as Tierney and Farmer (2002) studied the impact that self-efficacy has on creativity. It is evident from research that all components of the construct of psychological capital combined result in the driving force for employees to outperform in their work. This shows that every one of PsyCap's aspects may be integrated to form a second-order core concept made up of the common variation across the four first-order constructs (hope, self-efficacy, resilience, and optimism). As a result, PsyCap is said to have a synergistic effect, in which each

of its pieces contributes to a total that is larger than the sum of its parts (Dawkins, Martin, Scott, & Sanderson, 2013). Luthans, Avolio, Walumbwa, and Li (2005) pointed out that while optimism can help with motivation and performance, it is not as effective as combining the facet of optimism combined with hope, resilience, and self-efficacy.

The motivation research carried out by Ambrose and Kulik (1999) implies that the link between psychological resources and innovative behavior is underpinned by a positive affective process. Intrinsic motivation has been shown to be a fundamental driver of creativity and creative performance in as per the previous empirical study conducted by (Grant & Berry, 2011). "One's belief (or confidence) in one's ability to mobilize the drive, cognitive resources, and courses of action necessary to finish a certain task in a given setting" (Stajkovic & Luthans, 1998, p. 66). PsyCap includes the coping methods that each one of the four facets has in common to create "resource caravans" that employees may draw from to complete their duties and goals, according to Avey, Reichard, Luthans & Mhatre (2011). Bandura, (1997) suggested that self-efficacy has little to do with a person's real abilities, but rather with the ideas he or she holds about what he or she can accomplish with those abilities. Higher levels of efficacy have been linked to improved creative performance as well as overall inventiveness (Tierney & Farmer, 2002). These findings underlined the significance of the concept of psychological capital from positive psychology in fostering positive workplace performance among people and companies. Individuals with poor creative self-efficacy, on the other hand, have a low expectation of being able to complete creative activities even when they put out significant effort (Dewett, 2007). Because they have low expectations for their creative endeavors, these individuals are reluctant to put in efforts in exhibiting creative performance.

Because the invention of unique and good ideas occasionally fails, creativity itself may be a high-risk endeavor (Carmeli & Schaubroeck, 2007). Those with higher efficacy are more inclined to engage in riskier, difficult tasks like innovative task engagement (Bandura, 1997). In this approach, an individual's effectiveness guides their activity selection. While efficacy refers to people's belief and conviction in what they can accomplish with their talents, hope refers to people's willingness to

put their skills to use as well as their capacity to devise numerous ways to reach their goals and objectives.

Optimistic individuals are often self-sufficient, independent thinkers (Luthans, Youssef, & Avolio, 2007). As persons high in hope seek and adopt inventive paths to a goal, this may also result in creative activities inspired by resourcefulness, unorthodox thinking, and even apparent disarray and confusion. Individuals with an optimistic explaining style feel in control of their future; it creates a self-fulfilling narrative in which good explanations become reality (Peterson & Chang, 2002).

To overcome the problems and failures inherent in creative activity, and to adapt to a changing environment in general, creative performance needs a strong internal drive (Amabile, 1983). Resilience may give the necessary drive and mechanism for persevering in the face of change and the necessity to solve problems creatively (Luthans, Youssef, & Avolio, 2007). As a result, resilience may help people tap into their potential's hidden force and persevere in achieving creative goals. Together all of the mentioned components of psychological capital will help an individual to portray and maintain creative performance levels in organizations by making them capable enough to use their cognitive resources in a meaningful manner.

However, these resources, on the contrary, do not operate in isolation. Instead, they reinforce one another through an underpinning common mechanism (Fredrickson, 2001). The results of the study by Abbas and Raja (2015) also confirm that psychological capital is positively associated with the creative performance of individual employees, they added that individuals who had a higher psychological capacity were found to be most likely to produce novel ideas and put them into practical application. All the different components of psychological capital combine together to make the driving force for an individual, enabling them to be more innovative. It is a combination of psychological resources that are essential for employees working in all the sectors but more so in the service sectors because an employee from the service sector has to give their hundred percent mentally and physically. If they are not equipped with sufficient psychological capital, they would find themselves drained and distracted when the workloads increase or the working conditions become tough. As per prior research, variables such as stress have a poor impact on nursing performance, which has a negative



impact on patient care and ultimately leads to increased number of patients deaths (Sveinsdottir et al., 2006). Employees are more involved with their job and tend to be more inclined to spend a greater amount of time in their organizations when they see a strong possibility for addressing their psychological needs. This has also been verified according to a significant body of study (Foss et al., 2015). When faced with difficult situations at work, psychology acts as a tool for employees with the help of which they see the difficulties as challenges and use their self-efficacy, optimism, hope and resilience to tackle with the challenge heads on. Psychological capital proves to be the guiding light for employees in the dark times. Psychological capital motivates individuals to use their cognitive resources and take the right courses of action to achieve higher performance levels (Stajkovic & Luthans, 1998).

Psychological capital is related positively with nurse performance, as per study on nurses (Luthans & Jensen, 2005). People with a high psychological capital have a built-in creative predisposition to establish various paths to achieve their goals and devote their time and energy to inventing, promoting, and achieving job-related creative behaviors. Based on the above-mentioned literature, we arrive at the following hypothesis.

H3: Psychological capital has a significant positive impact on creative performance.

## 2.4 Psychological Capital as a Mediator

Individual creativity is connected to personal variables, according to a previous study (Saltten et al., 2020). In this study one such personal variable that has been used is the psychological capital. As per positive psychology, psychological capital can be seen as a personality construct that refers to an individual's positive psychological state of development (Luthans et al, 2007). By doing so it helps them to strive better and succeed. "an individual's positive psychological state of development is characterized by: (1) having confidence (self-efficacy) to take on and to succeed at challenging tasks; (2) making a positive attribution (optimism) about succeeding now and in the future; (3) persevering toward

goals and, when necessary, redirecting paths to goals (hope) to succeed; and (4) when beset by problems and adversity, sustaining and bouncing back and even beyond (resilience) to attain success” (Luthans, Youssef and Avolio 2007). Due to these characteristics, psychological capital helps individuals to complete their tasks effectively and efficiently. Singh et al., (2016) added that a few researches have been carried out that have established a link between spirituality and positive psychological constructs. Spiritually intelligent individuals have hope, they are optimistic about the achievement of their goals and show resilience in dealing with problematic situations like the covid-19 pandemic., this also applies to the stressful situation where nurses have to deal with the Covid-19 affected patients as indicated by Mubarak, et al (2021).

Spiritual intelligence provides the most explicit and straightforward path for individuals to find meaningfulness in their lives (Peterson & Seligman., 2004). Extant literature shows that purposeful life is very important for the psychological, emotional, and spiritual growth of individuals. People tend to find meaningfulness in their everyday life through spiritual intelligence and then use psychological capital to make the right decisions efficiently and effectively. The impact of psychological capital on creativity has been studied extensively in the literature. e.g., Tierney & Farmer (2002); Gong et al. (2009); Sweetman et al. (2011); Rego et al. (2012), and the results show that psychological capital positively impacts creativity (Sweetman et al., 2011). Hodges (2010) identified that increased psychological capital leads to the increased performance levels of staff because of an increased sense of organizational participation and commitment and a reduced sense of job incompetency. Studies show that employees that have greater psychological capital will enjoy greater job performance (Avey et al., 2011). Psychological capital can help an individual in being more creative because it gives them the ability to better utilize their cognitive power and ultimately reduce stress levels and better respond to the job demands, strengthens their mental health so that they can be optimistic in their everyday routine and ultimately perform better.

Extant literature shows that spiritual intelligence has a positive impact on the creativity and innovative performance of individuals as all employees feel empowered and accountable towards the reputation of their firm in spiritually driven

enterprises (Fry & Slocum, 2008). George (2006) added that every human being's three deepest motivators are creativity, meaning, and purpose. All of which are the cornerstone of functioning with spiritual intelligence since they remain in the domain of the human spirit. Employee spiritual intelligence is the component of life that contributes to personal and commercial success (Javaheri et al., 2013). This relationship however is further strengthened in the presence of a high level of psychological capital because only then an individual will be most able to use their cognitive resources more effectively and efficiently demonstrate a higher level of creative performance. As it is very obvious that employees, when they arrive at work, they bring along their values, beliefs and perceptions at work with themselves. So, employees who find their work meaningful, tend to seek joy out of it, and use their cognition in order to exhibit better levels of creativity in doing their job-related tasks.

In the Turkish context, Baykal and Cemal (2018) investigated the mediating role that PsyCap has in the relationship between spiritual leadership and employee work productivity, and discovered that individuals who work under the effect of spiritual leadership have higher PsyCap, which leads to higher achievement and better performance. Bakker and Leiter (2010) added that corporate firms are frantically looking for enthusiastic employees that are dedicated to their work and eager to go above and beyond their normal responsibilities. PPC has been demonstrated to be a significant predictor and antecedent of in-role performance as per Gooty et al., (2009) research, as well as innovation as proposed by (Sweetman et al., 2011). The results of research by Paul and Lalatendu (2021) also indicate that psychological capital mediated the relationship between spiritual intelligence and wellbeing at work in the context of Indian culture. Since the Indian and Pakistani cultures are almost the same, the chances are that the results will come out to be identical for these variables when tested in the Nursing sector of Pakistan. Previous research also indicates that spirituality affects different mediating variables which in turn then influence the creative performance (Kazemipour et al., 2012).

Based upon theory, it is proposed that spirituality will impact the creative performance but this impact will take place through PsyCap as a few past researches

exist that support the viewpoint that spirituality does have an impact on the performance of individual employees but this impact is also backed up and mediated through different kinds of psychological constructs, of which it would not be wrong to mention psychological capital as the most important one in bridging the relationship between spirituality and creative performance. The concept of psychological capital comes from the positive psychology, which holds that focusing on employees' inner genuine potential and talents is beneficial to both individuals and the businesses in which they work. Employees must be equipped with positive psychological resources in order to adapt to an ever-changing environment (Pulakos et al., 2000).

In problem-solving, psychological capital and spiritual insight has proven to be really useful. Because spiritual enrichment leads to improved insights and mental growth and development, as well as an overall improvement in the individual, their problem-solving abilities strengthen enabling them to use their innovative ideas to better tackle the problems that they may face in their everyday work (Tepper., 2003). Employees strive towards solving problems in unique and different ways when they make use of their spiritual intelligence. They are prone and open to being more creative by using their SI and this affects multifold itself when a higher psychological capital is also present.

Researchers assert that the modern-day organizations have transitioned from the mechanical paradigm towards a more spiritual paradigm where understanding, working in teams and meaningful work is given more importance. This transition brings in more emphasis on being innovative, working in teams, being more open to changes as strategies for coping up with the disruptions generated by the drive towards globalization (Biberman & Whitty., 1997). The spiritual paradigm supports the view that employees arrive at the workplace to not only work with their hands but also with their spirits. Only then can they find meaningfulness in their work when their psychological resources such as psychological capital and spiritual intelligence are aligned with their work. Where a balance of both is observed, then creativity fosters while making the organization a workplace where social exchanges also take place. As per the extant literature it is evident that the success of the organization depends on the levels of psychological capital that its employees

possess alongside having sufficient spiritual intelligence as well. Alongside psychological capital, spiritual intelligence is also identified as a major characteristic that individuals carry as a part of their personality (Christopher & Neck., 2002). So, when spirituality is encouraged in the workplace, it would mean that the employer is facilitating employees to bring their heart and soul into the workplace. As a result, they can be more creative in finding solutions to difficult tasks at work, in today's rapidly changing environment and the advancement in technology it has become very much essential for individual employees to be agile, flexible, adaptive and open to think out of the box to be creative.

Spiritual intelligence provides such enrichment to individuals that as a result they tend to become very optimistic, and their optimistic self encourages them to be creative (Freshman, 1999). Because it is represented by a positive judgement of the conditions and the chances of achievement based on motivated and conscientious efforts, psychological capital is a key resource for attaining individual creativity. Individual creativity is easily viewed as a difficult mental / cognitive activity that may be frustrating, time-consuming, and stressful. A person's psychological capital resources, on the other hand, might boost their creativity. Employees overcome their career obstacles by making use of their cognitive resources such as psychological capital and spirituality to demonstrate better and higher performance levels. From the above-mentioned literature, it is evident that an individual whose quotient for spiritual intelligence is high will most likely exhibit higher levels of creative performance due to finding it meaningful and associating a sense of joy to the completion of tasks and attainment of goals and objectives. However, this relationship is furthermore strengthened in the presence of psychological capital. As when the presence of spiritual intelligence is backed up by elements of psychological capital i.e. hope, optimism, resilience and self-efficacy. Then individuals are far more equipped to tackle the hard circumstances that may come their way in their work life.

Organizations that endorse spiritual intelligence frequently foster hope and happiness as part of their workplace culture, and as a result, employees in those organizations presumably become more adept at managing stressors at work Simmons & Nelson (2001), which improves organizational effectiveness. Moreover, it has

been shown that personnel in companies with high degrees of spirituality are more adaptable, resilient, and change-resistant (Jurkiewicz & Giacalone, 2004), which results in creative performance that is more satisfying in the face of challenging goals and challenging circumstances. However, the upbeat atmosphere created by workplace spirituality assures that workers will remain resilient and adds to an optimistic view towards the organization's mission and ambitions and become more creative.

The presence of psychological capital in the nurses will further help in strengthening their spiritual intelligence as well and help them to be more creative because they would work towards the achievement of their goals by finding meaning in it, showing compassion towards it, and using self-efficacy, hope, optimism, and resilience to achieve desired optimal performance levels. Psychological capital is intended to have a favourable influence on individuals in addition to inspiring them to be more creative. Extant literature indicates that the relationship between spiritual intelligence and creative performance is strengthened even more through the intervention of psychological capital. Based on the above-mentioned discussion of past researchers, it can therefore be hypothesized that;

H4: Psychological capital mediates the relationship between spiritual intelligence and creative performance.

## **2.5 Perception of Politics as a Moderator**

Ferris et al. (1989) produced a highly significant conceptual study presenting a model of organizational politics perceptions about 20 years ago. Despite the fact that there is a universal consensus that organizational politics has a lengthy history. He stated it as being a fact and indicated "Unfortunately, this is a reality of life". Since the 1970s, practically all empirical research on perceptions of organizational politics (POP) has been conducted. Ferris et al (1989) model was published, and it has since been updated. The creation of legitimate POP has boosted this even further. Perception of politics is embedded in all kinds of organizations irrespective of the sector that they operate in.

Organizational politics are a vital and crucial aspect of an institution's social structure (Dappa et al., 2019). According to Khan et al. (2020), Organizational politics cannot be isolated from any workplace. The political events that tend to take place in the organizations develop different perspectives of the affected individuals towards the organizational politics. Some people who have been negatively impacted by a political event see it as a harmful influence on organizations, while others, particularly those whose status, power, and position have been elevated by political methods may see it as beneficial for the organization (Ferris & Kacmar, 1992). Vigoda Gadot et al., (2003) proposed that it usually reflects "workers' perceptions of the extent of authority and influence wielded by other members of the organization to achieve advantages". Higher political perceptions might lead to cynicism among employees, lowering their trust in the company (Davis & Gardner, 2004).

Organizational politics has been described as behaviors not sanctioned by the organization that is characterized by individual self-interest (Ferris et al., 2002). Taking credit for other people's efforts and success, working towards getting regard through illegitimate means, and ganging up against other people to let their performance down are all examples of political behaviors (Hochwarter, 2003). The definition that was put forward by Ferris (2002), "involves an individual's attribution to behaviors of self-serving intent, and is defined as an individual's subjective evaluation about the extent to which the work environment is characterized by co-workers and supervisors who demonstrate such self-serving behavior." is most applicable in the context of this study. Organizational politics is often very seen with a negative connotation and as that which affects the workers adversely. As per Chang et al., (2009) perception of politics results in negative strain, leg-pulling, and other adverse attitudes. Individuals may experience difficulties in their organizational citizenship behaviors, work satisfaction, job stress, job performance, and turnover intentions as a result of perceived organizational politics (Shrestha, 2021). Backstabbing, favoritism, and ambiguity are all characteristics of a political work environment. As previously said, defending oneself against these behaviors necessitates alertness, which ultimately drains employees' cognitive and emotional resources.

Vigoda-Gadot et al (2003) asserts that "perceptions of politics typically represent employees' perceptions on the level of power and influence utilized by other organizational members to acquire advantages and safeguard their interests in disputed circumstances." Individuals perceive the conditions or activities in the organization's environment as political (Cook et al., 1999), which is based on the observer's judgment (Byrne, 2005) and is likely to control his or her own behaviors (Witt et al., 2005). Some people believe these activities are more detrimental than others (Salima-ki and Jamse'n, 2010). Politics perception is linked to bad outcomes such as stress, unhappiness, and plans to leave the organization (Miller et al., 2008). Political perception has a negative impact on organizational effectiveness (Gandz, 2015). POP forces the employees to inherit certain bad behaviors resulting from the decreased trust in the organization. (Davis & Gardner, 2004). When facing a political environment, employees get distracted from their main purpose and so the quality of outputs that they produce also suffers. Whereas others might end up becoming a part of the political system in order to secure resources and establish relationships that they think will be beneficial to them in terms of power, rewards, or promotion. In either of the two cases, the performance of these individuals is deemed to suffer due to the adverse effects that their perceptions and involvement in politics will have on their creativity levels and innovative work behaviors as well.

Individuals' opinions about the political character of their workplace have an impact on how they do their duties. Employee perceptions influence how people feel about their firm, supervisor, and coworkers, as well as their productivity, contentment, and willingness to leave (Ferris & Kacmar, 1992). Because of its unreasonable and unfair perception at work, political behavior has been considered an undesirable phenomenon at work (Chinomona & Chinomona., 2013). Based upon their perception of politics, some employees may try to cope with their capacity to manage and execute their job tasks by psychologically separating themselves from their work, people at work, and the organization itself, resulting in diminished affiliation and identification with the organization. In a business setting, creative performance refers to the development of a unique and innovative solution to a problem that has the potential to be valuable (Amabile, 1996). Working with



fresh and updated tactics in a more focused manner necessitates a workplace that supports both employee and organizational growth. An atmosphere that is equally enabling for all employees pushes them to operate successfully and efficiently in support of the organization's goal (Rawwas, Javed & Iqbal, 2018). Mostly, political perception, resources, authority, and working for a common corporate purpose will be evenly dispersed among all employees, influencing them to perform effectively and with innovation (Nauman, Tariq & Saleem, 2021). Employees who are confronted with workplace politics may not provide their best effort and, as a result, may cease to function creatively (Abbas & Raja, 2014).

Furthermore, previous studies indicate that a negative association is present between organizational politics and job satisfaction, organizational commitment, whereas a moderately positive linkage exists between organizational politics and job stress and turnover intentions, lower worker productivity thus affecting overall profitability and organizational productivity (Kacmar and Baron 1999). An individual's reaction towards the perception of politics may be moderated as per the different personal cognitive resources that they may possess (Bhattarai., 2021). The political workplace encourages unfavorable employee behavior, which reduces innovation and productivity (Naseer et al, 2016). Overall, we discovered a variety of negative impacts of political perspective on individuals' creative performance. Numerous of the previous studies show that the detrimental effects that the perception of politics have on employee behavior and performance outweigh the few positive effects that it may have on employees as individuals' personal observations regarding their organizational politics drive their overall perception related to politics, the perception as they see. Spirituality in the workplace implies that employees are linked to the organization's beliefs and laws (Rani et al., 2013). It brings achievement and tranquility into people's lives, which in turn has a positive influence on their health. Spiritual intelligence has also been seen to have a significant impact on people's conduct and thereafter increase their performance in a much more meaningful manner (Khoshtinat, 2012). On the other hand, psychological capital helps an individual to invest their psychological resources in a way that will increase their performance levels and help them in attaining their goals.

Perception of politics can cause immense damage to the organization as evident from recent studies (Hochwarter et al., 2020). Employees tend to see the perception of politics as detrimental from the perspective of the organization (F. Yang, 2017). In organizations where the employees' perception of politics is high, people tend to think that they have less autonomy over their work tasks and they may find it very difficult to exercise creativity (Khan et al., 2019) regardless of having enough spiritual intelligence. At other times people get so unmotivated because of their perceptions of politics in regards to their work place and get distracted to the extent that they unconsciously stop making use of their spiritual intelligence and psychological capital. As a result of which they will obviously be less open to thinking in a creative manner and less interested in also devising solutions to the problems by thinking out of the box and establishing creative performance.

A work atmosphere characterized by extreme degree of political perceptions is not only regarded as unsupportive, but also a dangerous game in which to invest. In such organizations employees will generally feel that the amount of effort that they exert towards the tasks will not matter because everything gets overshadowed by politics. As a result they may not even bother to put in any effort at all. Furthermore, such a hostile work climate may stifle the growth of confidence and risk-taking, making employees less eager to experiment with new ideas, which can lead to a decline in their creative output. Moreover, it has negative consequences for employees (Bedi & Schat, 2013). When the perception of politics is higher in employees, they tend to get deviated from their work goals and get lost amid a chaos which will ultimately get them demotivated and distracted from achieving their actual work goals.

According to Ferris et al. (2002), POP and in-role work performance have a negative association. Task performance is also known as the in-role performance and contextual performance is also known as the extra-role performance are the two components of overall work performance; (Motowidlo & Van Scotter 1994). Extra-role performance includes activities not necessarily mentioned in a JD, like assisting a coworker with the accomplishment of their obligations after completing one's own duties. Ferris et al. (2002) established a clear distinction between

in-role work performance and extra-role activities like organizational citizenship. Workplace politics is a negative type of administration with far-reaching consequences (Khan et al., 2019). Treadway and Gallagher (2010) added that it has an impact on the individual, group, and organizational levels all at the same time. When workers perceive politics in their workplace, they react in different ways in response to the environment they are given; as a result, the perception of politics leads to a variety of substantial adverse consequences (Abbas & Raja 2014), most substantial of which will be lower employee sense of achievement, efficiency, creative thinking, and skill development.

It is also noteworthy that the absence of perceptions of politics will motivate employees, and make them realize that they are all equal assets of the organization and they are wanted in the workplace. So as per their perceptions and the environment that has been provided to them they are most likely to in turn demonstrate positive work behaviors and be more open to using newer strategies in a creative manner to perform better and demonstrate creativity in doing so. So, we assume that if the nurse's perception of politics rises because of various political behaviors demonstrated by their management, colleagues and coworkers, it will consequently result in them getting demotivated and portraying counterproductive work behaviors. As a result of their adverse emotions and behaviors, they will not be able to maintain optimal levels of creativity and overall performance levels in stressful times like Covid-19. When the nurses observe, they may also get detached and feel less related to the organization. Lack of trust towards the organization arises as a result of their perception of organizational politics. All of these factors will drain them mentally and will bring about an adverse impact in the extent to which they see their work as being meaningful. As a consequence, their overall creative performance will decline because of their increased perception of politics.

Hence this study will explore the negative influence that perception of politics will have on the otherwise positive relationship between spiritual intelligence and creative performance. Based on the above-mentioned literature and theoretical explanations, it is hypothesized that;

H5: Perception of politics moderates the relationship between spiritual intelligence and creative performance.

## 2.6 Theoretical Framework

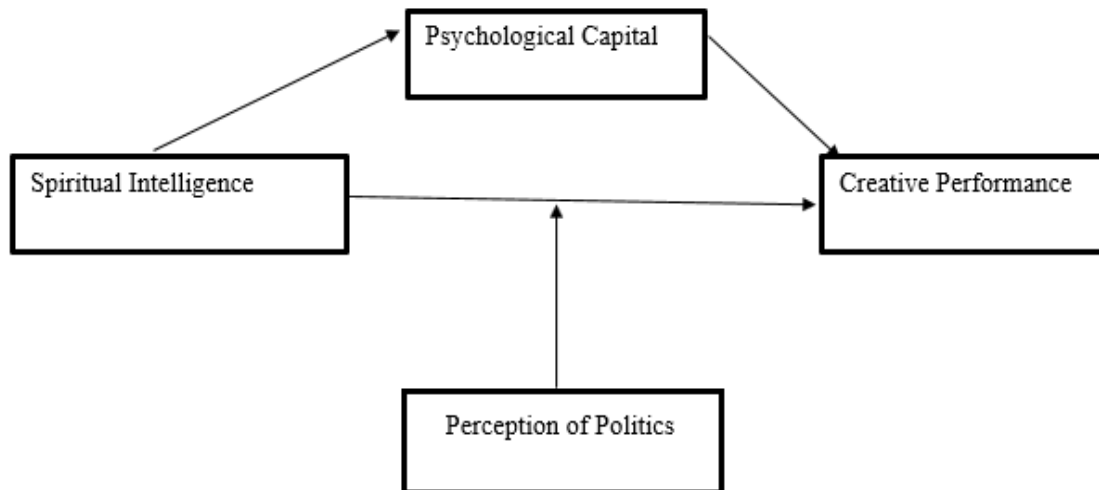


FIGURE 2.1: Research Model

## 2.7 Summary of Research Hypotheses

**H<sub>1</sub>:** Spiritual intelligence is positively related to creative performance.

**H<sub>2</sub>:** Spiritual intelligence is positively related to psychological capital.

**H<sub>3</sub>:** Psychological capital is positively related to creative performance.

**H<sub>4</sub>:** Psychological capital mediates the relationship between spiritual intelligence and creative performance.

**H<sub>5</sub>:** Perception of politics moderates the relationship between spiritual intelligence and creative performance.

# Chapter 3

## Research Methodology

### 3.1 Research Design

#### 3.1.1 Type of Study

The present study illuminates the antecedents and outcomes of psychological capital with the moderating role of perception of politics in the nursing sector of the twin cities of Pakistan named Rawalpindi and Islamabad. This is a cross-sectional study where data was collected at a single time. Moreover initially, a total of 384 respondents were meant to be targeted but a total of 287 actual responses were managed to be collected for the analysis.

#### 3.1.2 Research Philosophy

The deductive examination approach is used in this study. As for the research, new hypothesis are developed based on the extant literature. The focus of study is on the cause-and-effect relationship. Research philosophy is positivism, where facts are identified, examined and results are drawn after comprehensive data analysis.

#### 3.1.3 Quantitative Research

Researchers have the choice to either conduct quantitative research or qualitative research based on the nature of the study. Quantification is utilized to evaluate

numerous procedures and processes, resulting in extremely solid outcomes. In this method, generalizability is strong, and the odds of the researcher being biased are rare. The results however are free of any misleading aspects (Bryman & Bell, 2007). So, the present study has also used the quantitative approach as the data collected was analyzed on the numeric data by using appropriate tools.

### **3.1.4 Research Design**

The current study looks in the nursing industry. To better understand the link between spiritual intelligence and creative performance, it investigates the processes of psychological capital as mediators and the perception of organizational politics as a moderator.

### **3.1.5 Quantitative Research**

Researchers have the choice to either opt for quantitative or qualitative research. Where quantitative research includes the collection and analysis of data in numerical form and the results from the analysis can be used to find patterns, examine the causal relations, its application of generalizing the results to a larger population. The current study is measurable since the analyses and conclusions are based on data collected from respondents using questionnaires. The data was analyzed using a statistical tool and methodologies, including SPSS 22.

### **3.1.6 Cross-Sectional Study**

This research is cross-sectional in nature. Respondent data is only collected at one moment in time in cross-sectional research, and it is used for subsequent investigation.

### **3.1.7 Unit of Analysis**

The unit of analysis for this research is registered nurses working in Nursing sector, specifically nurses in the public sector hospitals of Rawalpindi and Islamabad.

## **3.2 Data Collection**

The data can be either collected through primary or secondary means. Primary data is the first-hand data collected from the respondents or source. Primary data can either be collected in the form of first-hand interviews and questionnaires. Whereas secondary data is the data that is already available in various forms like websites, newspapers, etc. The current research used the primary data that was collected directly from the respondents through questionnaires by using the online survey methods because doing so helped and facilitated us in collected the recent information (Saunders et al., 2007). A few questionnaires were also filled by the respondents by hand. The questionnaires were distributed by the use of references and personal relations. It was made sure that the quality of collected data was not being compromised due to using the medium of google forms.

## **3.3 Data Analysis**

The collected data were analyzed using a software package for social science (SPSS 22) to test the relationships between the proposed independent variable and the dependent variable using methods such as correlation analysis and regression analysis.

## **3.4 Population and Sample**

### **3.4.1 Population, Sample, and Sampling Technique**

The population included nurses working at different hospitals in Pakistan. Nurses had to work in stressful working conditions ever since the pandemic took place, and now that the new variants are being discovered (Delta variant and Omicron) it is still affecting their work and they have to give creative performance levels to encounter with the situation. Thus, their psychological intelligence and psychological plays a huge role in them being so determined and facing these difficult times. Considering the ongoing pandemic situation where physical visit to the hospitals

wasn't safe due to the contagious nature of the virus. A total of 384 questionnaires were distributed via Google forms digitally as well as personally. According to earlier studies, collecting data online is also the most convenient method. Furthermore, Church and Gable (2001) suggested that regardless of the data collection strategy used, there is no discernible impact on data quality when employing any of the two strategies indicated above. Sampling is a common procedure for collecting data. Due to time constraints, data was collected from Rawalpindi Islamabad specifically. Convenience sampling technique from non-probability sampling was used to collect data. The cover letter was added to questionnaires to indicate research purposes. Participants were assured that their responses will stay anonymous and confidentiality assured. It helped in getting genuine responses.

The Nurses working at the public sector hospitals was targeted because they usually have a larger influx of patients due to the pandemic nurses had to treat the virus infected patients beside dealing with the normal patients as well., such conditions make their work more challenging. Therefore, the sample that was chosen was 384, also suggested by Uma Sekran (2016) and Morgan (1970) for valid research. This research contains all the required fundamentals that are deemed as appropriate for the attainment of the required results and is a true demonstration of the larger population. The responses received back were 295, few were incomplete , thus excluded and final responses taken forward for data analysis were 287 with a response rate of approximately 74%.

## **3.5 Sampling Characteristics**

The demographic variables in the study were the employee's age, gender, qualification, and job experience. Following are the specifics for the sample characteristics:

### **3.5.1 Gender**

Even though all best efforts were made to make sure that gender equality is being observed during the course of this research. However it was still determined that the overall proportion of female workers is much higher than the percentage of male



employees. **Table 3.1** shows the total proportion of male and female responders, with 92 males making a percentage of 32.1 and 195 females with the percentage 67.9 in the total respondents.

TABLE 3.1: Frequency by Gender

Gender	Frequency	Percentage
Male	92	32.1
Female	195	67.9
Total	287	100

### 3.5.2 Age

For the goal of respondent accessibility, age information was gathered in ranges. **Table: 3.2** shows that the majority of the respondents 54.0 percent were between the ages of 18 and 25, 32.1 percent of respondents were between the ages of 26 and 33, and 12.2 percent of respondents were between the ages of 34 and 41 whereas 1 percent of respondents were between the age 42-50 and .7 percent that of age 50 years and above.

TABLE 3.2: Frequency by Age

Age	Frequency	Percentage
18-25	155	54
26-33	92	32.1
34-41	35	12.2
42-50	3	1
50 and above	2	0.7
Total	287	100

### 3.5.3 Qualification

Education is a key aspect of a country's success and progress, as well as a vital requirement for global success. Qualification is an enthralling aspect of the demographics since it provides a variety of fresh and unique paths to achievement.

Results show that the majority of the respondents met the criteria for Bachelor's as indicated in **Table 3.3**.

TABLE 3.3: Frequency by Qualification

Qualification	Frequency	Percentage
BS Nursing	159	55.4
Post RNBSN	128	44.6
Other	0	0
Total	287	100

### 3.5.4 Experience

To gather information about the respondents' experience, different types of experience time ranges have been identified so that each respondent can quickly determine the length of their experience in the relevant field. **Table 3.4** shows the experience of respondents. The experience of 70 percent of respondents lies below 0-5 years. Whereas 18.1 percent had the experience between 6-10 years. 6.3 percent of respondents experience lying between 11-and 16 years. 3.8 percent of employees had an experience lying between 17 and 22 years whereas 1.4 percent of employees had the experience lying between the range 23 and 28. Similarly, 0.3 percent of employees had experience of 29 years and above.

TABLE 3.4: Frequency by Experience

Experience	Frequency	Percentage
0 to 5	201	70
06 to 10	52	18.1
11 to 16	18	6.3
17 to 22	11	3.8
23 to 28	4	1.4
29 and above	1	0.3
Total	287	100

### **3.5.5 Instrumentation**

The tool used for this study was structured questionnaire based on the 5 point-Likert scale. The responses of these scales ranged from strongly agree to strongly disagree. The acceptability of all scales was ensured by passing them through a reliability test. An adapted questionnaire for each variable was used. The questionnaires were consisted of four demographic variables, for example, gender, age, qualification, and experience. Other study variables included spiritual intelligence, psychological capital, creative performance, and perception of politics whereas the responses were self-reported.

### **3.5.6 Spiritual Intelligence**

Spiritual intelligence was measured by using Braghetta et al., (2021) attitudes related to spirituality scale ARES (2021), which is a uni-dimensional scale for the construct of Spiritual intelligence and has 11 items. Sample items of the scale include ‘I believe in something sacred or transcendent (God, a higher force).’ And ‘I have witnessed facts/situations that have led me to believe that there is something beyond the material world.’

### **3.5.7 Psychological Capital**

Psychological capital was measured using Luthans’s (2007) 24-item scale. Sample items include ‘I feel confident analyzing long term problems to find a solution’ and ‘I usually manage difficulties one way or the another at work.’. This is a widely used scale in studies related to psychological capital.

### **3.5.8 Creative Performance**

Employee creative performance was measured by using Zhou and George’s (2001) 13 items. Sample items included ‘Suggests new ways to achieve goals or objectives’ and ‘Comes up with new and practical ideas to improve performance.’

### 3.5.9 Perception of Politics

Perception of politics was measured in Kacmar and Carlson's (1997) 15-item scale. The sample items include "There has always been an influential gap in this department that no one ever crosses." And "Telling others what they want to hear is sometimes better than telling the truth."

The table below shows the summary of all the scales used alongside the names of their authors and the number of items that each scale has.

TABLE 3.5: Instruments

Variables	Scale	Items
Spiritual intelligence (IV)	Braghetta et al., ARES (2021)	11
Psychological capital (Med)	Luthans's (2007)	24
Creative Performance (DV)	Zhou and George's (2001)	9
Perception of Politics (Mod)	Kacmar and Carlson's (1997)	15

## 3.6 Pilot Testing

Pilot testing allows the researcher to evaluate their research technique using a small group of test subjects prior to conducting the main analysis on a larger data . Despite the fact that this is an extra step, it might be the best use of time on any study endeavor and save the researcher from wasting time and money. Scale dependability refers to the scale's ability to give consistent findings after being tested several times. In order to save the time and money, pilot test was conducted on the sample of 55 responses, the results obtained from the pilot test indicated appropriate and sufficient results and hence the research was carried forward there on.

### 3.6.1 Reliability Analysis of Scales Used

A reliability test was done using Cronbach's alpha, which revealed the variables' internal reliability. Cronbach's alpha is a measure of internal consistency, or how closely a group of things are connected to one another. It is regarded as a scale dependability indicator. It demonstrated that variables had a relationship. Cronbach alpha is a scale that ranges from 0 to 1. Whereas a higher value results the stronger reliability of the scale is in measuring the technique it is supposed to measure. Cronbach's coefficient is deemed consistent when it is greater than 0.7, and the computation of a specific set of constructs when it is less than 0.7 is considered less reliable. The table below shows the Cronbach alphas for all the scales used in the study. It can be seen that the value of Cronbach Alpha for all the variables lies above 0.7 and closer to 1. This higher value, therefore, demonstrates higher reliability of the scales used in this study.

TABLE 3.6: Scale Reliability

Variables	Cronbach's Alpha	Items
Spiritual intelligence (IV)	0.92	11
Psychological capital (MED)	0.90	24
Creative performance (DV)	0.90	9
Perception Of Politics (Mod)	0.87	15

## 3.7 Data Analysis Technique

SPSS software (version 22) was used to analyze the data that was collected from the respondents and while doing so, the following points were put into consideration.

- Firstly, the questionnaires used in the study were adapted, taken from articles published in a good impact factor journal to ensure that the best ones are chosen.
- Only properly filled questionnaires were taken forward for analysis, to do so, for the responses that were collected online the settings were such that the

respondent could only move towards section 2 after completion of section 1 and so on. This ensured that all the participants responded to all the items.

- Each variable had its own questionnaire.
- Frequency tables were used to explore the sample characteristics.
- Numerical values were used to conduct descriptive statistics.
- The reliability was tested through the Cronbach Alpha for all variables.
- Correlation analysis was used to find out the positive and substantial linkage between variables.
- A single linear regression analysis of the dependent and independent variables was used to find the suggested relationship.
- The Preacher and Hayes Process for mediation and moderation analysis was utilized to check the existence of the mediation and moderation mechanism between the independent and dependent variables respectively.
- The suggested hypotheses were examined using the Preacher and Hayes regression approach to see whether they were accepted or rejected.

# Chapter 4

## Data Analysis and Discussion

To calculate the correlations between all variables SPSS 22 software was used. Pearson correlation alongside mediation and moderation was performed on the collected data to analyze and obtain the results on the collected data.

This chapter entails the description and outcomes that was obtained after running all the required tests for analysis.

### 4.1 Descriptive Analysis

Descriptive analysis is used to illustrate the summary of all the detailed observations in the data. Descriptive statistics are often used to explain the basic and fundamental characteristics of the data used in the study. It helps in gaining quick simple summaries about the data sample. They are the foundation of practically every quantitative data analysis.

The descriptive statistics were conducted on every variable included in the study such as spiritual intelligence, psychological capital, creative performance, and perception of organizational politics.

SPSS software was used to calculate the mean and standard deviations as per **Table 4.1** shown below. Higher mean values indicate the respondent's inclination toward agreement.

TABLE 4.1: Descriptive Statistics

Variables	Sample	Mean	Std
Spiritual intelligence (IV)	287	4.35	0.62
Creative performance (DV)	287	3.94	0.65
Psychological capital (Med)	287	3.75	0.5
Perception of politics (Mod)	287	3.26	0.65

**Table 4.1** demonstrates the summary of all variables. Spiritual intelligence (IV) has a mean value of 4.35 which means that the respondents' responses were more inclined towards agreement and a standard deviation of 0.62. The mean value for psychological capital (Med) is 3.75, which also shows the inclination of respondents towards agreeing and the standard deviation was 0.50. Perception of politics (Mod) has a mean value of 3.26 whereas the standard deviation is 0.65. the mean value of creative performance (DV) is 3.94 and the standard deviation is 0.65.

## 4.2 Control Variables

One-way ANOVA test was conducted in SPSS for the control variables. The main aim of conducting one-way ANOVA is to see if the demographic variables have an impact on the dependent variables. If the results of the ANOVA show insignificance, then the study can be carried forward independently, whereas if the results show that the demographic variables have a significance impact on the dependent variable then the study must include the impact of demographic in the study for accuracy. As far as the current study is concerned, the dependent variable used in the study is creative performance. So, ANOVA was conducted between all the demographic variables such as age, gender, experience and qualification with the dependent variable i.e creative performance. The results from one-way ANOVA revealed that the impact of all the demographic variables on the dependent variable remained insignificant, thus allowing to test of the proposed relationships independently. The results demonstrated that the values for significance for one-way ANOVA with age was 0.42, whereas with gender it was 0.27, with qualification



0.43, and with experience the one-way ANOVA the result showed the significance level of 0.31.

### 4.3 Correlation Analysis

It is used to calculate the correlation amongst variables. For this particular research, the objective of analysis is to find the link between spiritual intelligence and creative performance, alongside the mediation capacity of psychological capital and the moderation of perception of politics. The value of 'r' indicates the strength and power of the relationships between variables. The value of the Pearson coefficient shows different effects such that if the value lies between .1 to .3 it indicates a weak correlation, if the value of the coefficient lies between .3 to .5 it indicates a moderate correlation, and if the value of the coefficient is above 0.5 it means that a strong correlation exists between the variables.

The analysis of correlation shows a noteworthy positive relationship between spiritual intelligence and perception of politics with ( $r = 0.14^*$  at  $p < 0.05$ ). Spiritual intelligence also has a positive relationship with creative performance under ( $r = 0.49^{**}$  at  $p < 0.01$ ). Spiritual intelligence also has a positive relationship with psychological capital where ( $r = 0.474^{**}$  at  $p < 0.01$ ). Similarly psychological capital has a strong positive relationship with creative performance under ( $r = 0.51^{**}$  at  $p < 0.01$ ). Psychological capital also has a positive relationship with perception of politics ( $r = 0.16^{**}$  at  $p < 0.01$ ). Similarly creative performance also has a positive relationship with perception of politics under ( $r = 0.19^{**}$  at  $p < 0.01$ ) that's worth considering.

TABLE 4.2: Correlation

Variables	1	2	3	4
Spiritual Intelligence (IV)	1			
Psychological Capital (Med)	0.47**	1		
Creative Performance (DV)	0.49**	0.51**	1	
Perception of Politics (Mod)	0.14*	0.16**	0.19**	1

## 4.4 Regression Analysis

Correlation analysis is used to determine the relationship between variables. Correlation analysis doesn't quite show a causal link between variables; it just shows that two variables exist. Whereas regression analysis is a collection of statistical approaches for estimating connections between the various independent variables and a dependent variable. It may also be used to determine the relationship strength between variables and to predict how they will interact in the future. Regression analysis also indicates the direction of the relationship. Various methodologies and tools are used for regression analysis, including Hayes and Preacher, (2014) complete-scale using SPSS to examine mediation and moderation. More in Preacher and Hayes's (2013) approach bootstrapping techniques are utilized, in which the data is dispersed into tiny sections and bits, increasing the relative accuracy of the data.

TABLE 4.3: Direct and Indirect Effect

<b>Direct Effect</b>	$\beta$	<b>S.E</b>	<b>P</b>	<b>LLCI</b>	<b>ULCI</b>
Spiritual Intelligence → Creative performance	0.33	0.05	0	0.22	0.44
Spiritual intelligence → Psychological capital	0.37	0.04	0	0.29	0.46
Psychological Capital → Creative performance	0.48	0.07	0	0.34	0.62
<b>Indirect effect</b>	$\beta$	<b>S.E</b>	<b>P</b>	<b>LLCI</b>	<b>ULCI</b>
Mediation					
Spiritual intelligence → Psycap → Creative performance	0.18	0.04	<b>0</b>	0.1	0.27

N=287, \*p<.05, \*\*p<.01, S.E = standard error, LL=Lower Limit, UL=Upper Limit.

**H1: Spiritual Intelligence is positively related to creative performance.**

**Table 4.3** shows that the regression coefficient  $\beta = 0.33$  value is positive between spiritual intelligence and creative performance whereas the value for p= 0.00. The p value indicates that the relationship is highly significant. This result indicates that when spiritual intelligence increases, creative performance will also increase.

The results show that spiritual intelligence leads to creative performance. Based on the results, H1 is supported.

**H2: Spiritual intelligence is positively related to psychological capital.**

Spiritual intelligence is positively related to psychological capital as the value of regression  $\beta = 0.37$  whereas  $p = 0.00$ . Hence the results from the table indicate that when spiritual intelligence increases, psychological capital will also increase because spiritual intelligence has a positive impact on psychological capital. Based on these results, hypothesis no.2 (H2) is supported.

**H3: Psychological capital is positively related to creative performance.**

Psychological capital is also positively related to creative performance with the values  $\beta = 0.48$  and  $p = 0.00$  respectively. This also indicates that when psychological capital increases, then creative performance also increase. The 0.00 p-value indicates that this relationship is highly significant. The positive signs of the correlation indicates that both the variables move in the same direction and psychological capital is positively associated with the employees to creative performance. Hence hypothesis no.3 also supported.

**H4: Psychological capital mediates the relationship between spiritual intelligence and creative performance.**

Whenever a third variable/ gets involved between two other related constructs, the mediation effect is formed (Baron & Kenny, 1986). Direct effects are relationships in which two conceptions are linked by a single arrow. Indirect impacts are those that are the result of a series of relationships including at least one intermediate construct. If the initial model is estimated with simply the direct impact between (A), the independent variable, and (B), the dependent variable, for example. Then, between (A) and (B), estimate a second model using the mediating variable (M). Mediation is not supported if the association from A to B remains significant and consistent after (M) is incorporated in the A and B model. When the link among (A) and (B) is weakened but still significant, it indicates that a partial mediation is present, and when the association between A and B decreases to become insignificant after the intervention of mediator (M), then full mediation will occur.

**Table 4.3** indicates that the values for LLCI and ULCI are 0.10 and 0.27 respectively. As shown in the results table both the values are positive and there is no zero between them. This result indicates that the indirect relationship occurs where psychological capital mediates the relationship between spiritual intelligence and creative performance. Hence hypothesis 4 is also accepted. This indicates that the mediation of psychological capital between spiritual intelligence and creative performance is supported.

## 4.5 Moderation Analysis

TABLE 4.4: Moderation Effect

	$\beta$	S.E	P	LLCI	ULCI
<b>Interaction Term</b>					
<b>Int=(SI*POP)</b>	-0.17	0.06	0.00	-0.3	-0.04

N=287, \*p< 0.01, \*\*P<0.05, S.E= Standard Error, LL= Lower limit, UL= Upper limit, SI= Spiritual Intelligence, POP= Perception of politics.

**Hypothesis 5: Perception of politics moderates the relationship between spiritual intelligence and creative performance.**

The results from table 4.4 show that the value of  $\beta = -0.17$ ,  $p = 0.00$  for interaction term indicates that perception of politics is buffering the otherwise positive relationship exists between spiritual intelligence and creative performance. Moreover, the value for LLCI and ULCI are both negative with the values -0.30 and -0.049, both their same signs indicating their movement in the same direction and the signs are negative which is an indication that the perception of politics is buffering the relationship between spiritual intelligence and creative performance. It is noteworthy that the p-value for this relationship is also 0.00 which indicates that this relationship is also highly significant. Therefore, the results confirm that a moderation effect takes place where the perception of the perception of politics buffers the relationship between spiritual intelligence and creative performance. Based on these results.

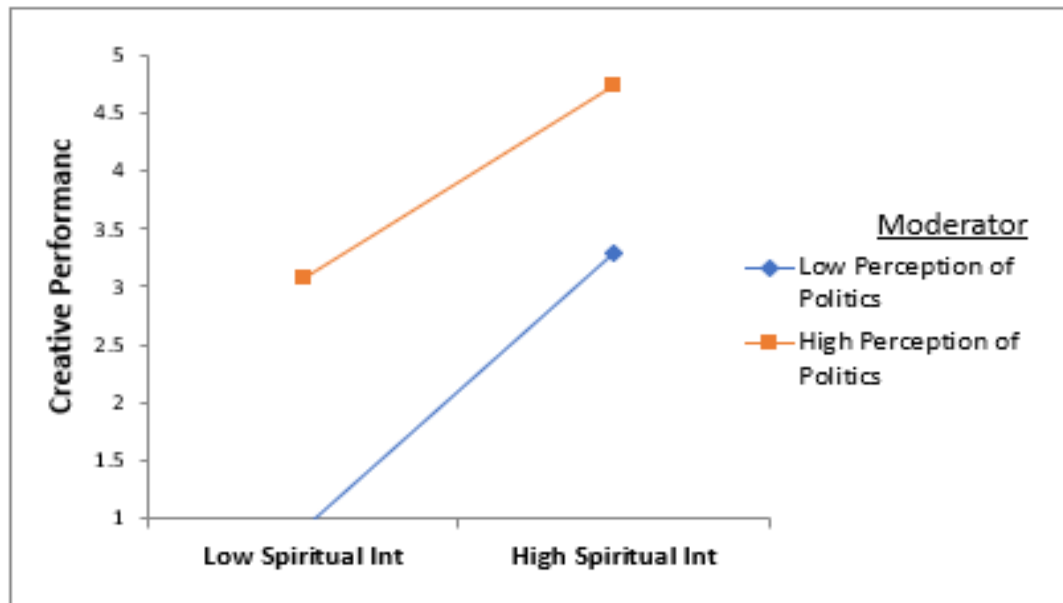


FIGURE 4.1: Moderation Graph

The moderation graph also indicates that perception of politics buffers the relationship between spiritual intelligence and creative performance.

## 4.6 Summary of Hypotheses

TABLE 4.5: Summary of Hypotheses

Hypotheses	Statements	Results
H1	Spiritual intelligence is positively related to creative performance.	Supported
H2	Spiritual intelligence is positively related to psychological capital	Supported
H3	Psychological capital is positively related to creative performance.	Supported
H4	Psychological capital mediates the relationship between spiritual intelligence and creative performance.	Supported
H5	Perception of politics moderates the relationship between spiritual intelligence and creative performance such that it buffers the relationship.	Supported

**Table 4.5** demonstrates a summarized version of the results of the five proposed hypothesis proposed in this study. According to the results of the analysis all

of the five-hypotheses got accepted which demonstrates that a significant causal positive relationship exists between all the variables and a mediation of Psycap alongside a moderation of POP also exists as per the model of this study.

# Chapter 5

## Discussion and Conclusion

### 5.1 Discussion

This chapter covers an assessment of the major findings in light of the suggested research paradigm. The main aim of this study was to find the relationships between the antecedents and consequences of psychological capital, where psychological capital has been studied as a mediator between spiritual intelligence and creative performance. Meanwhile, the moderating effects of perception of politics between spiritual intelligence and creative performance were also studied as part of the model. To conduct this research, data were collected from the public sector hospitals located in Rawalpindi and Islamabad, registered nurses were the target population. As far as the education of these nurses is concerned, most of them had completed BS nursing (04 years). The outcomes of the data analysis reveal that all the 5 hypotheses that had been proposed for the study have been supported. Therefore, this study is likely to make a major breakthrough with respect to its implications and contributions.

The findings of this study particularly show that spiritual intelligence is an antecedent of psychological capital whereas creative performance is the outcome that stems from it. The future recommendations have also been proposed for the practitioners in terms of how they can start certain practices in their organizations in order to develop psychological capital and spiritual intelligence in their employees so that they can demonstrate higher and improved performance levels which

eventually will lead to the success of the organization. The model used in this study also shed light upon the variable of POP and how it negatively affects the creative performance levels of nurses through the mechanism of moderation. To summarize, all the hypotheses proposed in the study stand accepted in the light of the results.

### 5.1.1 Hypothesis no. 1

H1: spiritual intelligence has a positive relationship with creative performance.

Hypothesis 1 shows that spiritual intelligence is positively associated with creative performance. There is a strong positive association between the two variables. This indicates that for every one-unit increase in spiritual intelligence there is an equal increase in creative performance as well. Extant research gave a clue in the literature and this study provided empirical evidence that proposed phenomenon is correct.

Since nurses spend the majority of their productive time at work daily, a new notion of intelligence called spiritual intelligence has been observed in the workplace in the last decade with the aim of a better job, better life, and better being. SI has been found linked to good leadership, optimal practices, and overall better performance on the organizational level as well as creative performance on an individual level (Saad, Abdullah, Jeinie, & Husain, 2017; Saad, Adil, & Kassim, 2015). Like all the other types of intelligence, spiritual intelligence is also a cognitive ability that furthermore facilitates their levels of creativity and hence ultimately results in their optimal levels of creative performance. The findings of this hypothesis suggest that nurses with high SI are more likely to perform even better because they have adequate levels of self-responsibility, self-worth and a greater sense of hope in achieving long-term goals.

Our research has laid much emphasis on the significant and beneficial aspects of spiritual intelligence and the influence that it has on the creative performance of individual nurses, as also mentioned in the hypothesis under discussion. It should be highlighted that, as a result of the literature's support and eventually validate our proposed hypothesis, the results indicate that spiritual intelligence has a very



important role to play in the creative performance of nurses. The nurses with a strong spiritual intelligence feel more fulfillment in their life which is accompanied by a greater sense of meaning and purpose. They function based on positivity, putting forth their best efforts, and finding satisfaction in assisting others and developing society via the use of a higher degree of intellect as their actions are backed up by spiritual intelligence. Hence, they are more creative, giving value to the lives of others.

This study shows that because the nurses working as frontline staff amidst covid-19 were equipped with a higher level of spiritual intelligence, as a result of which they were able to cope with the stressful working conditions and maintain their creative performance at all times.

### **5.1.2 Hypothesis no. 2**

Hypothesis 2: Spiritual intelligence is positively related to Psychological Capital.

Hypothesis two indicates a positive linkage between spiritual intelligence and psychological capital. Whereas the outcomes of this hypothesis also depict an important and positive association/relationship between spiritual intelligence and psychological capital. Consequently, the hypothesis in question is supported. The results revealed the probability that one unit increase in spiritual intelligence will bring about the same change (increase) in the psychological capital. This study indicates that spiritual intelligence can be seen as an antecedent of psychological capital. Because the nurses with a higher degree of spiritual intelligence are better at calling upon their spiritual talents and cognitive resources to identify and overcome their practical and psychological challenges. The acceptance of this hypothesis is well in line with Luthan's (2007) work on psychological capital which indicated that spirituality fulfills the criteria of being a predictor of psychological capital and that there is a need to study the linkage between the two. The literature depicts that spiritually intelligent nurses demonstrate higher levels of psychological capital in terms of their high self-efficacy, hope, optimism, and resilience. Our research has drawn attention to how spiritual intelligence is positively related to psychological capital and contributed to the limited literature that exists for

the linkage between the two variables under consideration in hypothesis 2. Since, the spiritually intelligent nurses see their work as being more meaningful so they make efforts to go above and beyond their call of duty to achieve their goals and objectives, to do so they make effective use of different cognitive resources such as hope, optimism, self-efficacy, all of which make up the psychological capital.

### 5.1.3 Hypothesis no. 3

Hypothesis 3: Psychological capital is positively related to creative performance.

Hypothesis 3 depicts that there is a positive association between psychological capital and creative performance. The results obtained for the hypothesis under consideration indicate a significant and positive relationship between psychological capital and creative performance, the results indicate that every one-unit increase in the psychological capital will also bring about the same increase in the creative performance of nurses. Numerous past researches have focused on establishing PsyCap's involvement in and impacts on employee outcomes in areas like innovative performance (Abbas & Raja, 2015) and creativity (Rego et al., 2012). Each facet of psychological capital i.e. self-efficacy, and hope. resilience and optimism synergistically work together to bring about the influence of the creativity of individual nurses. The results obtained for this hypothesis are consistent with the results of recent studies conducted to find out the influence that psychological capital has on creative performance (Yu, Li, et al 2019).

A higher level of psychological capital eventually would mean effective use of the individual cognitive resources, nurses use their cognition to think out of the box and portray innovative work behaviors which ultimately boosts creativity. As previous studies show that psychological capital has a favorable impact on the creative performance of the nurses (Ali et al., 2022). According to the results of this study, in the nursing sector the nurses have to deal with each patient independently, listen to their problems with compassion, and then adopt particular mechanisms that are creative in the way they have to deal with patients of different age, pain tolerance and stress levels, etc. The Covid-19 circumstances demanded them to deal with patients with creativity and on an individual basis. For doing so,

the psychological capital of nurses came into action, allowing them to be creative and perform well. So, the nurses who have high PsyCap levels are successful at problem-solving, they have essential reserves of hope and optimism for overcoming obstacles and the stress caused by stressful circumstances. Compared to average individuals, all these positive traits guarantee excellent creative performance by nurses and make it easier for them to succeed.

#### **5.1.4 Hypothesis no. 4**

Hypothesis 4: Psychological capital mediates the relationship between spiritual intelligence and creative performance.

Hypothesis 4 predicts that nurses' psychological mediates the relationship between their spiritual intelligence and creative performance through a buffering mechanism. Hypothesis 4 stands accepted in the study. Whereas the results of this hypothesis indicate that a mediation does exist in this relationship and psychological capital helps to further strengthen the positive association between spiritual intelligence and creative performance. Nurses find meaning in their lives and work through spiritual intelligence and then make use of their psychological resources for the attainment of their goals and objectives.

The acceptance of this hypothesis provides answers to previous studies, for example, Singh et al., (2016) proposed that an association exists between spirituality and positive psychological constructs that ultimately lead to a better and increased creative performance in individuals. The results of the study are an extension of the research conducted by Baykal & Zahir (2018) which stated that PsyCap is an excellent mediator between spiritual leadership and worker performance. It has been demonstrated that spiritual leadership significantly affects followers' PsyCap, and that PsyCap also has a favorable impact on followers' performance. In this study the empirical evidence supports the notion that the inner power of nurses has the capacity to strengthen their psychological powers which ultimately bring desirable outcomes. As in the context of this study, the nurses who were equipped with spiritual intelligence demonstrated more creativity, however, the presence of

psychological capital in them encouraged them to portray hope, resilience, optimism, and self-efficacy to tackle the turbulent circumstances of Covid-19. They found meaningfulness in their work due to their spiritual intelligence whereas psychological capital helped them to approach the challenging situation in a head-on manner and consequently be successful in their attempt to achieve their goals creatively. In the presence of psychological capital, they better use their cognitive resources and choose an appropriate course of action in a given situation.

### **5.1.5 Hypothesis no. 5**

Hypothesis 5: Perception of politics moderates the relationship between spiritual intelligence and creative performance.

The proposed hypothesis 5 depicts that the positive relation between spiritual intelligence and creative performance will be moderated by the perception of politics in such a way that it will weaken their relationship. Hypothesis 5 is accepted based on the results obtained. The results show that the perception of politics has a significant moderating relationship with spiritual intelligence and creative performance. It is noteworthy that perception of politics weakens the relationship between spiritual intelligence and creative performance. Organizational politics is a fact and is present in all organizations operating in all kinds of sectors. Studies show how the perception of politics can negatively impact the performance levels of Individuals because they start to exhibit counterproductive behavior based on their perceptions of politics in their organization.

Recently Hochwarter et al., (2020) added that perception of politics tends to have detrimental effects on the overall organizational performance. It has adverse effects both on an individual employee level and overall organizational level as well. It has its share of adverse effects in the nursing sector as well. Consequently, the results of this hypothesis and its acceptance are supported by the existing theory. The attitudes and behaviors of nurses who work in very challenging situations such as Covid-19 are very important. They were vulnerable to exhibit negative work behaviors when they had a negative perception regarding the effect that politics has on their organization. The perception of politics could demotivate them and

distract them from their work, resulting in a delay or perhaps a failure in the achievement of their goals and objectives. Aryee et al., (2009) expressed a similar viewpoint, adding that a decline in motivation and creativity is associated with a bad perception of an individual regarding organizational politics.

## **5.2 Research Implications**

### **5.2.1 Theoretical Implications**

The current study has a number of theoretical implications, in the existing literature on spiritual intelligence and psychological capital, which are addressed below. To start, the current study investigated the link between spiritual intelligence and psychological capital. Whereas previously a very limited number of studies have explored the relationship between these two constructs. So, the current study adds on the literature related to spiritual intelligence. Furthermore, the findings of this research depict that spirituality does have an impact on the Psycap which is a major theoretical contribution to the existing literature on SI. Another major theoretical contribution that this study has provided to the existing literature is that it has studied Psycap as an outcome variable of spiritual intelligence and explored how it leads to creative performance of nurses. Additionally, the mediating role of psychological capital in the relationship between spiritual intelligence and creative performance has never been studied in the Pakistani context, specifically touching the employees working in the healthcare sector before this study. So, to the best of our knowledge, this study shall be the pioneer study to explore these relationships in the healthcare sector of Pakistan.

Furthermore, the moderating role of perception of politics between spiritual intelligence and creative performance was also included in this study whereas previously, this association has only been investigated in very limited research. As a result, it is a significant contribution to this research. Drawing from the spillover theory which has been used as the underpinning theory in this research. This theory was first presented by Jacobs et al., (1969). It explains how the perceptions, behaviors, and attitudes have a spillover effect that flows from one domain to the other. The

current study also supports the basic assumptions of the spillover theory by explaining what spillover affects an individual's spiritual intelligence, psychological capital, and perception of politics over their creative performance.

As per the assumptions of spillover theory, the perceptions and attitudes that individuals have regarding their work environment tend to have a spillover effect on their behavior patterns and ultimately their performance levels. As a result, the findings of our investigation align with and support the theoretical assumptions of the spillover theory.

### **5.2.2 Practical Implications**

The current study has numerous practical implications as well. It indicates that spiritual intelligence leads to creative performance consequently it can be drawn that when employees are spiritually intelligent, they tend to find meaningfulness in their work, show compassion towards it, and find joy in it. Therefore, they feel happy doing their job and demonstrating creative performance. Moreover, this research also demonstrates the fact that the nurses use their spiritual intelligence and hope, optimism, self-efficacy, and resilience to work through the turbulent covid-19 times despite having inadequate supplies and protective kits. Amongst all the other sectors, the performance of the healthcare sector had turned out to be the most commendable. It was due to the spiritual intelligence and psychological capital that the nurses succeeded in fighting the pandemic. Hence, the presence of spiritual intelligence and psychological capital makes an employee capable enough to be able to make the right use of his/her cognitive resources and take the right courses of action as per the requirements of the circumstances. The practitioners can realize the importance that spiritual intelligence and psychological capital may have on success of their organization and therefore find ways to inculcate the spiritual intelligence and psychological capital in their workplace to combat any circumstances that may come their way. Managers can encourage their employees to practice spirituality through meditation etc. So that they can perform better, moreover, the levels of spiritual intelligence may be monitored in employees by

conducting surveys throughout the organization as a higher level of SI will indicate a better and more compassionate workforce.

Given today's job pressures and demands, almost every generation, especially Baby Boomers and Millennials, are asking themselves, "Would this activity bring me joy, passion, and a sense of service to others?" These are unmistakable "inner-space" inquiries. They are unique to the individual. As more Baby Boomers postpone retirement, they become more contemplative about their profession, its value to consumers, and their commitment to social responsibility. This study focuses on how individuals tend to use their spiritual intelligence and opt for those jobs only that they may perceive to be meaningful and would therefore give them a sense of purpose. This study focuses on how individuals tend to use their spiritual intelligence and opt for those jobs only that they may perceive to be meaningful and would therefore give them a sense of purpose. This study is one of a kind, as it will help the practitioners in realizing how important the construct of spiritual intelligence is and would ultimately encourage them to take actions that support spiritual intelligence rather than considering it a taboo. Nurses practice mindfulness in hospitals and participate in a variety of spiritual activities for the purification of mind and soul, the enhancement of consciousness, and the contribution to general wellness as well as professional well-being at work.

### **5.3 Research Limitations**

Besides the fact that all appropriate efforts were made within the available resources, there are still certain limitations in the current research that we have encountered while conducting this study. Time and resources are two common constraints. Due to time constraints, the study was supported by a cross-sectional time horizon rather than a longitudinal time horizon, which would obviously require more time and money. Moreover, the data was collected in the times when the pandemic had not fully subsided, this is also one reason why cross-sectional study deemed to be appropriate for our study.

It is most likely that an employee's level of expertise and knowledge will change depending on the time period used in the study. Secondly, the sample used in

the study is a medium-sized and may not be substantial enough because this study focuses just on Pakistani healthcare workers, that too only those working in the hospitals of Rawalpindi and Islamabad. As a result, the approach has only been implemented in Pakistani healthcare sector. If a different context is chosen the results would be different. Also, a larger sample size tends to enhance the generalizability and the application of those results in a larger context.

Another limitation that exists in the current study is that the data has been collected only from the nurses and not any other employees working in the healthcare sector. Such as the administrative staff, doctors etc. thus, future studies can try a variety of healthcare workers.

Moreover, for the purpose of this study, the construct of spiritual intelligence was taken as a uni-dimensional construct. There lie avenues to study it with respect to multiple dimensions to enrich the study further.

## **5.4 Future Research Directions**

The emphasis of this research was to study the antecedents and consequences of psychological capital whereas the employees of the healthcare sector i.e. hospitals were targeted for data collection and the extraction of results. It is advised that future studies should be focused to try this model in other sectors other than healthcare. Future researchers may also conduct a similar study in other public and/or private organizations by using a larger sample size to increase the generalizability. Due to the very limited existing literature on spiritual intelligence, it has a lot of scope to be studied with other variables such as career success, personality dimensions and psychological hardiness. Moreover, spiritual intelligence was studied as a unidimensional construct in this study, future researchers can study its multiple facets to see how they impact creative performance as well as Psycap. For the purpose of this study, the data were solely collected from the nurses, however, it is recommended that future searches may also focus on collecting the data from other employees working in the health sector. This model used the perception of politics as the moderator between spiritual intelligence and creative



performance. However, future research can use other moderating and mediating factors in this model. As the data for the purpose of this research has only been collected from the nurses working in the hospitals of the twin cities, future researchers can focus on collecting the data from a greater audience by targeting employees working in various sectors and in different cities across Pakistan. Future researchers may also conduct the study in a country other than Pakistan to further broaden the research conducted on the said variables.

## **5.5 Conclusion**

The main focus of this study was to explore the association between spiritual intelligence and creative performance with the mediating role of psychological capital, with the moderating effect of POP. Spiritual intelligence is one of the most emerging topics that is gained the interest of scholars in recent times. The foremost perseverance of this study was to find out how spiritual intelligence contributes to the creative performance of individual nurses through the construct of Psy-cap. Alongside these relationships, this research has also explored the moderating role of perception of politics between spiritual intelligence and creativity performance. The current study concludes that spiritual intelligence is the "intelligence that helps to complete the aptitude of the persons' capabilities through the non-cognitive virtues to equip them in solving the day-to-day difficulties of working in the newly changed environment post-Covid-19 for obtaining the best creative performance." and spiritual intelligence is one of the predictors of psychological capital where creative performance furthermore stems from having a greater psychological capital.

As spiritual intelligence is a new variable that demands a lot of exploration so the findings of this study will pave the way for future research in this domain. Our research has a wide range of theoretical and practical implications, as well as the opening of new avenues for future research from other researchers, especially in Pakistan. From this study, the practitioners will be able to acknowledge and admit the importance of establishing a spirituality into their workplace. Spillover theory assumptions have been used as the underpinning theory to validate the proposed

hypothesis and this research. Because of the COVID-19 epidemic, both individuals and organizations around the world experienced the negative effects of fluctuation, uncertainty, complexity, and ambiguity. We need to build a success mantra called POISE (purpose with passion, ownership and optimism, initiation and invention, abilities and synergy, efficiency and effectiveness) to develop agile organizations where employees are not only present physically in their workplace but are also invested in it psychologically. Therefore, organizations that are seeking maximum human development whilst operating in all kinds of sectors should consider the advantages that a spirituality at their workplace might provide and take steps to capitalize on them. It's encouraging that a large number of researchers recognize and grasp the spiritual domain in employees, as well as advocate a spiritual working environment. Organizations, for example, are holding meditation and mindfulness programs, and experimenting with positive psychological capital in the workplace to enhance creativity. To conclude, this study proposes a number of future directions for the practitioners from which they can learn to develop SI and Pscap in individuals and mitigate the negative effects that POP has on their performance levels.

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# Appendix-A

## Questionnaire

Dear Respondent

I am a student of MS Management Science from Capital University of Science and Technology Islamabad. I'm intending to survey "**Antecedents and Consequences of Psychological Capital amidst Covid-19: A Study in the Nursing Sector of Pakistan.**". In this regard, I have prepared the following questionnaire and request you to kindly fill in all the questions. Your contribution towards this research will be highly appreciated and I assure you that your responses will remain strictly confidential.

**Farah Iftikhar Abbasi,**

**MS Research Scholar,**

**Faculty of Management and Social Sciences,**

**Capital University Science and Technology, Islamabad.**

## Section 1: Demographics

Gender	1- Male 2- Female
Age(years)	1 (18-25), 2 (26-33), 3 (34-41), 4 (42-49), 5 (50-above)
Qualification	1 (BS Nursing ), 2 (Post RNBSN),3 (Other)
Experience(years)	1 (0-5), 2 (6-10), 3 (11-16), 4 (17-22), 5 (23-28), 6 (29-above)

## Section 2: Spiritual Intelligence

This scale measures the level of spirituality, please indicate your level of spirituality on the given scale as you perceive it. The scale ranges from 1= Strongly Disagree, 2= Disagree, 3= Neither agree/nor disagree, 4= Agree, 5= Strongly Agree

Sr. NO	Statement					
1	I believe in something sacred or transcendent (God, a higher force).	1	2	3	4	5
2	Meditation, prayer, readings, and/or contemplation are practices that I use (at least one of them) to connect with a spiritual force beyond myself.	1	2	3	4	5
3	I have witnessed facts/situations that have led me to believe that there is something beyond the material world	1	2	3	4	5
4	My faith or spiritual beliefs sustain me daily.	1	2	3	4	5
5	My spirituality helps me have a better relationship with others.	1	2	3	4	5
6	My spirituality influences my physical and mental health.	1	2	3	4	5
7	My spirituality encourages me to help others.	1	2	3	4	5
8	I believe in continuity after death.	1	2	3	4	5
9	My spiritual beliefs and values guide my day-to-day actions.	1	2	3	4	5
10	My faith or spiritual beliefs give meaning to my life.	1	2	3	4	5
11	Spiritual practices (e.g., praying, fasting, meditation, or other) help maintain or improve my physical or mental health.	1	2	3	4	5

### Section 3: Psychological Capital

Please indicate the response that shows your psychological capital. The scale ranges from 1= Strongly Disagree, 2= Disagree, 3= Neither agree/nor disagree, 4= Agree, 5= Strongly Agree

Sr. NO	Statement					
1	I feel confident analyzing a long-term problem to find a solution.	1	2	3	4	5
2	I feel confident in representing my work area in meetings with management.	1	2	3	4	5
3	I feel confident contributing to discussions about the company's strategy.	1	2	3	4	5
4	I feel confident helping to set targets/goals in my work area.	1	2	3	4	5
5	I feel confident contacting people outside the company (e.g., suppliers, customers) to discuss problems.	1	2	3	4	5
6	I feel confident presenting information to a group of colleagues.	1	2	3	4	5
7	If I should find myself a jam at work, I could think of many ways to get out of it.	1	2	3	4	5
8	At present time. I am energetically pursuing my work.	1	2	3	4	5
9	There are lots of ways around any problem.	1	2	3	4	5
10	Right now, I see myself as being pretty successful at work.	1	2	3	4	5
11	I can think of many ways to reach my current work goals.	1	2	3	4	5



12	At this time, I am meeting the work goals that I have set for myself.	1	2	3	4	5
13	When I have a setback at work. I have trouble recovering from it. moving on. (R)	1	2	3	4	5
14	I usually manage difficulties one way or another at work.	1	2	3	4	5
15	I can be "on my own, so to speak, at work if I have to.	1	2	3	4	5
16	I usually take stressful things at work in stride.	1	2	3	4	5
17	I can get through difficult times at work because I've experienced difficulty before.	1	2	3	4	5
18	I feel I can handle many things at a time at this job.	1	2	3	4	5
19	When things are uncertain for me at work, I usually expect the best.	1	2	3	4	5
20	If something can go wrong for me work-wise, it will. (R)	1	2	3	4	5
21	I always look on the bright side of things regarding my job.	1	2	3	4	5
22	I'm optimistic about what will happen to me in the future as it pertains to work.	1	2	3	4	5
23	In this job, things never work out the way I want them to. (R)	1	2	3	4	5
24	I approach this job as if "every cloud has a silver lining.	1	2	3	4	5

## Section 4: Creative Performance

Please indicate the response that shows your creative performance. The scale ranges from 1= Strongly Disagree, 2= Disagree, 3= Neither agree/nor disagree, 4= Agree, 5= Strongly Agree.

Sr. NO	Statement					
1	Is a good source of creative ideas	1	2	3	4	5
2	Comes up with creative solutions to problems	1	2	3	4	5
3	Comes up with new and practical ideas to improve performance	1	2	3	4	5
4	Often has new and innovative ideas	1	2	3	4	5
5	Suggests new ways to achieve goals and objectives	1	2	3	4	5
6	Suggests new ways of performing work tasks	1	2	3	4	5
7	Suggests new ways to increase the quality	1	2	3	4	5
8	Exhibits creativity on the job when given the opportunity to	1	2	3	4	5
9	Often has a fresh approach to problems	1	2	3	4	5

## Section 5: Perception of Politics

Please indicate the response that shows your perception of politics in your workplace. The scale ranges from 1= Strongly Disagree, 2= Disagree, 3= Neither agree/nor disagree, 4= Agree, 5= Strongly Agree.

Sr. NO	Statement					
1	People in this organization attempt to build themselves up by tearing others down.	1	2	3	4	5
2	There has always been an influential group in this department that no one ever crosses.	1	2	3	4	5
3	Employees are encouraged to speak out frankly even when they are critical of well-established ideas.	1	2	3	4	5
4	There is no place for yes-men around here: good ideas are desired even if it means disagreeing with superiors.	1	2	3	4	5

5	Agreeing with powerful others is the best alternative in this organization.	1	2	3	4	5
6	It is best not to rock the boat in this organization.	1	2	3	4	5
7	Sometimes it is easier to remain quiet than to fight the system.	1	2	3	4	5
8	Telling others what they won't hear is sometimes better than telling the truth.	1	2	3	4	5
9	It is safer to think what you are told than to make up your mind.	1	2	3	4	5
10	Since I have worked in this department, I have never seen the pay and promotion policies applied politically.	1	2	3	4	5
11	I can't remember when a person received a pay increase or promotion that was inconsistent with the published policies.	1	2	3	4	5
12	None of the raises I have received are consistent with the policies on how raises should be determined.	1	2	3	4	5
13	The stated pay and promotion policies have nothing to do with how pay raises and promotions.	1	2	3	4	5
14	When it comes to pay raises and promotion decisions, policies are irrelevant.	1	2	3	4	5
15	Promotions around here are not valued much because how they are determined is so political.	1	2	3	4	5