DART EMOTIONAL SPIRITUAL QUOTIENT (DESQ) IMPACT ON EMPLOYEE PERFORMANCE AND ROLE OF TRAINING MODULE (TM-DESQ): A PUBLIC ENTERPRISE PERSPECTIVE FOR ISLAMIC REPUBLIC OF PAKISTAN

Zahid Ahmed[1]* and Muhammad Asim[2]

ABSTRACT

This study is focused on the effect of emotional intelligence (EQ), spiritual intelligence (SQ), and dart accountability quotients training modules (TM-DESQ) on employees' performance working in the public enterprise (and private sector) of the Islamic Republic of Pakistan. Research manifests that EQ and SQ positively and significantly affect employee performance, progress, and development. The importance of emotional intelligence has been widely emphasized in human resource studies, similarly, literature articulates that accountability is an essential factor for the good governance of the public sector enterprise performance. Worldwide studies have a few contradictory results concerning EQ and SQ, and their impact on performance. Training programs on SQ learning lack longitudinal studies. SQ training's impact on individual learning, performance, and HRD training was a research gap bridged through this study. A sample of 42 public and private sector employees took their EQ, SQ, and Dart Accountability scores as pen-and-paper self-report measures whereas the performance of employees was reported by their supervisors or managers as the second source of data. Basic training on EQ, SQ, and Dart Accountability (DESQ) was designed and TM-DESQ Intervention was instructed to respondents through webinars amid the COVID-19 Pandemic. The results demonstrated a positive and significant impact of emotional intelligence, spiritual intelligence, and dart accountability on employee performance. However, the insignificant effect of a few facets of some variables has opened other dimensions of research.

Keywords: *Emotional Intelligence; Spiritual Intelligence; Dart Accountability, Employee Performance; Public Sector Enterprises; Islamic Republic of Pakistan; Private Sector; Neuroscience.*

[1] PhD Scholar, Business Management (HR Psychology), Karachi University Business School (KUBS), University of Karachi, Karachi, Pakistan. Email: zahid.kubs@gmail.com
[2] Associate Professor, Karachi University Business School (KUBS), University of Karachi, Karachi, Pakistan. Email: masim@uok.edu.pk
Corresponding Author

INTRODUCTION

Emotional Intelligence leads to success in work, and relationships, and is good for human health purposes. The researchers believed in previous times that success makes the masses happy. But nowadays research unveiled it is the other way around in real-life scenarios. It is the other side of the coin that is ignored and that is, happy people work towards goals, find the required resources needed for the time, and attract others with energy and optimism, according to the American Psychological Association (APA, 2020).

In a study on emotional competence and leadership excellence at Johnson & Johnson, 1400 personnel deliberated a variety of competencies related to leadership performance plus commonly known emotional intelligence, and the results show the top performance managers had significantly more emotional competence as compared with other managers (Dottie & Cavallo, 2006), while intelligence serves as a protective factor against anti-social behavior (Watts, et al., 2016). Emotional intelligence is about (i) self-awareness consisting of emotions' awareness of own self (ii) management of own self relevant to the control of own self (ESC: emotional-self-control), adaptability, results-oriented, and positive attitude (iii) being societal aware encompassing empathy and being organizationally aware (iv) relationships management entailing influence, coaching, mentoring, managing conflicts, and leadership that is inspiring (HBR, 2017).

Emotional Intelligence's two facets i.e., well-being and sociability have a strong inter-correlation (Ahmed, et al., 2019). Emotional intelligence and its core characteristics like empathy, self-confidence, and self-awareness are the very necessities for a visionary leader for leadership, (Goleman et. al., 2002). Hence, Emotional Intelligence accounts for 90% of distinguished factors for an outstanding leader than an average leader (Abraham, 1999).

Apart from EQ, Spiritual intelligence is also considered an emerging domain among researchers and working professionals, DeCicco and King (2009) define SQ as inner capability and potential arising mental and inner characteristics. Spirituality in the workplace enhances job satisfaction and consequently, organizational effectiveness. Life towards enjoyment and motivation improvisation can be achieved possibly through spiritual intelligence, provided one establishes a proper understanding of the profession one is in (Kaur et al., 2015).

Behaviors, beliefs, and traits like skepticism, observation, and delusion can be better dealt with through the provision of spiritual intelligence possession helping humans to understand others, sort problems, and earn via opportunity in hand (Sisk, 2022).

Human imagination and spirit (soul) have immense affluence in several directions of life, intelligence quotient (IQ) or emotional intelligence (EQ) together can never complete the human being without being soulful. Human beings have serial processing and associative thinking within their brains but then again humans possess a third dimension of thinking called spiritual intelligence. Humans learn languages, as computers do via programming saved and installed, but humans create languages and dialects with their third type of thinking. Because of this third type of thinking, human beings have purposive lives and are predisposed to ponder upon the questions in life such as: Why I am? Who am I? What purpose do I have? What I and others can do for each other? etc. (Keselman et al., 2004).

On the other hand, Accountability in the job has also been evidenced as a major factor that impacts performance. Several emerging nations nowadays are focusing on performance measurement systems (PMS) for the better organizational performance of public sector entities. Accountability, it is evident from the literature, has a mediating role between PMS and organizational performance. The study in Vietnam by Tran and Nguyen (2020) suggested public accountability can be a useful tool to achieve better performance in public sector firms. The authors have suggested developing countries of the world implement measures for public accountability assurance if they want to improve public sector firms' organizational performance.

It is asserted that performance paves the way to comprehend organizational dynamic environments in terms of pay and wage structures as well as performance of job roles. Indeed, the performance of an individual employee does matter at a place (Di Fiore & Souza, 2021). This study hence discusses a positive relationship between accountability with performance. Previous studies relevant to this relationship say accountability is an essential factor that is unavoidable and needed for the good governance of the public sector for their performance in service delivery (Farooq & Jabeen, 2021). Akbar et al. (2012) comment that coercive isomorphism (the new institutional theory) focuses that public sector organizations are focused to have public accountability with stakeholders to ensure transparent and efficient utilization of public resources. Financial information is usually sought to determine accountability (Hyndman & Anderson, 1995). Others claimed that performance measurement systems (PMS) can be utilized in the fields of decision-making, result comparison, stakeholder information, and promotion of accountability (Behn, 2003).

LITERATURE REVIEW

Emotional Intelligence

Emotional intelligence (EI) is a vital tool in favor of job placement. It is important to know how EI is robustly forecasting organizational citizenship and job performance (Ming Chia, 2005). Amjad (2018) found EI as a significant predictor of organizational commitment. Chaudhry and Usman (2011) uncovered EI's relationship with workplace environmental factors such as organizational citizenship behavior and job performance. HR managers should use EI as a recruitment tool and technique. Rahim (2010) added EI reduces job stress raised by workplace stresses. Thus, the adaptive function of EI is illustrious and improves work.

The finding from the study conducted by Ahmed et. al. (2019) declared EI facets' well-being, self-control, emotionality, and sociability as positively correlated with each other, and negative correlations between self-control and emotionality; self-control, and sociability. Emotionality and sociability result in a positive correlation with each other indicating emotions are vital in social relationships.

Leaders who possess high IQ and EQ have more propensity to be successful than leaders having high IQ but lower EQ (Allen et al., 2016). The project team members must have emotional and technical skills together to be effective performers (Alvarenga et al., 2019). Emotional intelligence has a strong positive link with public sector projects' success. The Pakistani public sector managers who are more emotionally intelligent are more aware of their selves and their surroundings, well in control, and successful (Fareed et al., 2021).

Dhani et al. (2017) claimed that females were better workers having more EQ levels working in the Indian IT industry as compared with males, this was a study on gender differences in terms of EQ and job performance. EQ has a positive predictive impact on job performance and psychological capital and is negatively associated with job burnout.

Higher EQ levels improve psychological capital resulting in positive job performance and high EQ lessens job burnout (Gong et al., 2019). Organizations have identified that in today's times, there is a need to have EQ skills with academic skills to stand in the competitive business world (O'Boyle et al., 2011). EQ optimization is a key factor in the relief of job burnout. A systematic review of emotional intelligence (EI) and teacher burnout suggests there is a negative correlation between EI and teacher burnout (Mérida-López & Natalio, 2017). People who have clear emotional expression and emotional repair abilities may significantly contribute more toward individual success (Durán et al., 2004).

Prentice et al. (2020) suggested that emotional intelligence has a significant impact on performance and employee retention. Fareed et al. (2021) analyzed public project managers, team members, and stakeholders, and their emotional intelligence (EQ), intellectual intelligence (IQ), and transformational leadership (TL) qualities that impact project success (PS).

Spiritual Intelligence

Behaviors, beliefs, and traits like skepticism, observation, and delusion can be better dealt with through the provision of spiritual intelligence possession helping humans to understand others, sort problems, and earn via opportunity in hand (Sisk, 2022).

It is also learned through research that people having spiritual intelligence benefit from diverse capacities. They are better able to deal with stress in life. They can convert threats into opportunities and have better mental health status (Arnout, 2020).

Tischler et al. (2002) explained Islamic Spiritual Intelligence (ISI) as the connection relationship with the Almighty as a religion. Santoso et al. (2021) cited the holy book of Muslims (Al Qur'an) and wrote "*A Review of Islamic Spiritual Intelligence Literature and Its Effect on Managerial Positions in the Mining Industry*" and added in the SQ literature that for Muslims ISI is to connect to the Almighty, obedience to Him for the Muslims on a path to attain guidance and grasp the meaning of stages, means, objectives, states, and form associated with their ascension to the Almighty.

In a recent study, Hameed, and Siddiqui (2021) divulged some contradictory findings from the existing literature on SQ and EQ in their study on the Islamic and conventional banking sectors of the Islamic Republic of Pakistan. Religiosity amplified the impact of spiritual intelligence on the caring behavior of employees for their conventional banking sample but not for Islamic banking.

A study conducted in Pakistan emphasized that spiritual intelligence directly as well as indirectly impacts the job satisfaction of social welfare officers in Pakistan (Usmani & Hassan, 2022). A few research findings are against spiritual intelligence's relationship with the capacity of professional workers like, Ahrari et al. (2021) argued that a higher level of spiritual intelligence contributes to enhanced incapacity of professional workers. Contrary to this, Ugwu et al. (2019) argued that a higher level of SQ creates a sense of job security. And, in stress scenarios, SQ and job security are affected by employee job security ratios (Majidi & Moradi, 2018). But, with the help of spiritual intelligence, the level of job security improves, and employees are encouraged to enhance their work performance (Hasanuddin & Sjahruddin,

2017; Kaur et al., 2013). From the religious perspective of SQ, Anwar et al. (2020) claimed that spiritual intelligence from the Islamic perspective provides a sense of job security to employees of an organization.

Accountability

The literature concerning accountability and performance further unveils that values in terms of equity, political accountability, and responsiveness are at the back seat to the efficient and productive process (Hall et al., 2017; Lerner & Tetlock, 1999). Hwang and Han (2020) further articulate the terms accountability and performance as having some contradictions in the existing body of knowledge. While there are certain similarities between the two as well. The difference is the former is a concerning explanation, meeting expectations, and ownership, whereas the latter pertains to the representation of professionalism, skill, and teamwork. The common cohesion between the two is to serve, be responsible in actions, effectively work, rules abide by, have task completion, be an honest worker, and have ethical considerations.

It is an amazing fact stated by Hwang and Han (2020) that accountability and performance similarities and differences are difficult to know its exact magnitude. However, it is difficult to conclude that both are different from each other. However, it is fair enough to declare that dissimilarities between the two have given the ideation of performance-driven accountability. Humans tend to justify their efforts and strategies to achieve results.

However, in public sector literature, Abbas and Ahmed (2016) also highlighted the Auditor General Departments, Public Accounts Committee, Ombudsman, Federal Investigation Agency, Anti-Corruption Establishments, Pakistan's Penal Code XLV of 1860; the Prevention of Corruption Act, 1947 and the Federal Investigation Act, 1974, Pakistan's Penal Code XLV of 1860; the Prevention of Corruption Act, 1947 and the Federal Investigation Act, 1974, and NAB as the accountability mechanisms present in Pakistan.

Accountability of governments has been an attractive interest of academic research writers and the general public. Mismanaged resources and financial scandals have raised concerns from the stakeholders since government institutions are considered the public service agents responsible for performing the proper functioning. Transparency and integrity have a significant relationship with local government performance (Agwor & Akani, 2017).

Hanif et al. (2020) report from Pakistan on accountability and performance outcomes of their study and stated that the performance management system of the Civil Service of Pakistan at both the Federal and the Provincial levels has certain strong points like diligence and

comprehensiveness that work as a disciplined tool against promotion policies and accountability.

Performance

Performance is defined as the actions required for future prospective or required results for reaching the goals and aims (Lebas, 1995). Performance is a concept termed as multicomponent but investigates the depths of expected behaviors and the required outcomes (Borman & Motowidlo, 1993). Behaviors are understood as the actions people take to complete certain assigned works or jobs; and the outcomes are defined as the results produced by such behaviors, in other words, the required results in favor of the organizational task accomplishment (Campbell, 1990). Borman and Motowidlo (1993) argue that behavior and the expected output are related apparently, the behavior is influenced by motivational factors and cognitive abilities rather than mere behaviors.

In an era like today, where worldwide companies are working remotely founding teams at smaller scales, the employee-boss traditional relationship is no longer worthwhile working and henceforth new models are required for performance and its measurement when smaller teams are accountable as well as authoritative in their working. Organizations today are considering team management systems and therefore need to reinvent the performance definitions of management systems which should be less boss-centric. This allows a socially based performance management and appraisal system, especially in the COVID-19 scenario. Over a passage period of one year, an employee may have more than 50 comments from colleagues on socially based applications online in comparison with the once-a-year meeting on the appraisal with the immediate boss only. When an employee cannot meet colleagues physically in a situation like we have, the corresponding colleagues may provide feedback on social applications for the jobs and work done regularly, hence; performance may be improved with criticism for the sake of non-criticism, but betterment (Di Fiore & Souza, 2021).

Organizations are required to establish their performance review feedback systems for 2021. Considering the areas to identify and apply social-application-based peer review systems monthly, quarterly, or even at the end of projects, in line with the feasibility analysis, and as per required organizational development plans (Rosenfeld, 2021).

METHODS

Research Model

This study has emotional intelligence (EQ), spiritual intelligence (SQ), and accountability as independent variables' impact on employee performance. The study elucidates emotional

intelligence based on its four facets: managing own emotions, perception of emotions, managing others' emotions, and utilization of emotions. Spiritual intelligence has sub-variables: critical existential thinking, personal meaning production, transcendental awareness, conscious state expansion, soulfulness, knowledge-seeking aptitude, and transcendence needs. The components of accountability are attributability, observability, evaluability, answerability, consequentiality, and dart responsibility.
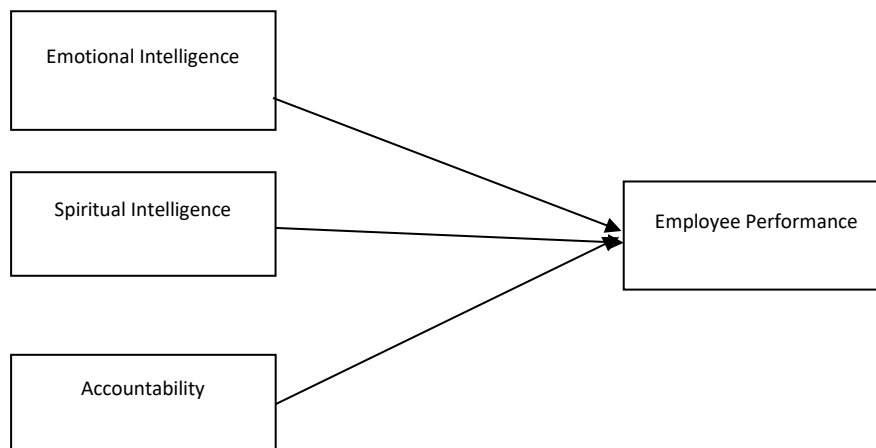
CONCEPTUAL MODEL

Figure 1. Conceptual Model

Sampling

The 30 to 40 years statistics of the Islamic Republic of Pakistan, from the year 1986 to the year 2017, showed the lowest number of employed persons i.e., 5, 580,000 in the year 2012, which may be due to the global recession. In those three to four decades, the highest number of employed citizens has been recorded in the year 2017 measured as 62, 230,000. However, the four years' statistics from the year 2013 to the year 2017 showed an approximate average yearly increase in employment at around 1, 55,000 candidates per year, (Trading Economics, 2019).

However, a larger sample size was considered to be better for generalizing. Normality can indeed have serious effects in small samples, but its impact diminishes when the sample size reaches 30 according to Cohen et al. (2007). This means that the sampling distribution of the mean must be normal if each sample contains a relatively large number of observations (in this case 42). Table 1 shows the demographics of the participants.

Table 1. Demographics of the Participants

Demographics	Gender (N)	%
Male	25	60
Female	17	40
	Marital Status	
Unmarried	Females = 7 Males = 10	Females = 40% Male = 40%
Married	Females = 9 Males = 15	Females = 52% Male = 60%
Divorced	Females = 1 Males = Nil	Females = 5% Males = 0%
Widow	Nil	
Profession	Females	Mostly, mid-career level
	Males	Mostly, mid-career level
	Age range	23 – 45 years

Instruments for Data Collection

This study adopted and utilized various scales to measure different variables of the study including Schutte et al. (1998); SISIRI-24 (Spiritual Intelligence Self-Report Inventory) which consisted of 24 items (SISIRI-24, 2009); Employee Accountability Scale by Han and Perry (2020); 36 items DESQ Questionnaire (through Pointers generated by a panel of experts) in which Soulfulness contained 10 items, Knowledge Seeking Aptitude – KSA encompass 5 items, Transcendence Needs – TN consisted of 10 items, Dart Responsibility (DR) under Accountability had 11 items. The study used a five-point Likert scale in which 1 was considered as strongly disagree and 5 as strongly agree.

After the content validity provision by subject experts and the experts' panel, factor analysis using EFA and CFA was conducted. The variables (i) Soulfulness, (ii) Knowledge seeking aptitude -KSA; (iii) Transcendental Needs, were added to the SISIR-24 for SQ and the variable number (iv) Dart (focus on targeted) Responsibility (accountability) was added to the accountability scale.

The panel of experts consisted of a total of 11 personnel; of those were: 2 psychologists, 2 academicians, 3 HR subject experts, 2 HR and SQ practitioners, 1 clinical psychologist cum practitioner, 1 practicing head of the department from the Psychiatry section of a leading public

sector hospital in Karachi. Also, different Universities' faculty, senior officers, supervisors, and managers working with public sector enterprises, recruiting agency senior officials, and a few randomly selected employers' senior representatives were consulted.

Sample Size

Focusing on the increasing population and a dramatic increase in employed persons, this research work was initially planned on a survey sample size of 200 research respondents from the public sector employees (newly inducted or trainees). However, due to the COVID-19 global pandemic scenario, the data collection faced many hurdles, and we had only 42 respondents to group them in several sittings maintaining social distancing and following standard operating procedures (SOPs) concerning the pandemic.

Statistical tools

SPSS 20 was used as the main software for analysis and hypothesis testing. The self-reported questionnaire was analyzed using exploratory factor analysis using SPSS before the hypothesis verification tests. Moreover, Smart PLS software was used for calculating the factorization (factor loadings) of the variables, reliability, and validity of the constructs.

DESQue Training Key Areas

The key areas of training encompassed basic knowledge about emotional intelligence, spiritual intelligence, dart (targeted focus on) responsibility, and accountability. Basic knowledge seminars were designed but then due to the COVID-19 Pandemic worldwide, the researcher was only able to deliver the DESQ training via webinars.

RESULTS AND ANALYSIS

Accountability Impact on Employee Performance

An Independent sample t-test is used to define the mean comparison between two variables. If the value of significance (p-value) is greater than 0.05, means are considered equal (Keselman et al., 2004). Accountability facets of Answerability (p=0.000) Attributability (p=0.008), Consequentiality (p=0.000), Evaluability (0.001), Observability (p=0.000) showed a significant positive correlation with employee performance, whereas Dart Responsibility had an insignificant positive correlation with employee performance (p=0.077). While the overall impact of accountability on employee performance proved to be significant (p=0.001).

Emotional Intelligence Impact on Employee Performance

Emotional intelligence's overall impact on employee performance, as a post-training measure, is significant (p=0.000). However, EQ facets of Managing Own Emotions (p=0.000),

Managing Others' Emotions (p=0.000), and Utilization of Emotions (p=0.002), EQ variables were significantly correlated with employee performance. On the contrary, the perception of emotions (p=0.367) showed an insignificant impact on employees. Moreover, the overall impact of emotional intelligence on employee performance proved highly significant (p=0.000).

Spiritual Intelligence Impact on Employee Performance

Spiritual Intelligence demonstrated a highly positive correlation with and having a positive impact on employee performance. Its facets of Critical Existential Thinking (p=0.000), Knowledge Seeking Aptitude (p=0.000), Personal Meaning Production (p=0.000), Soulfulness (p=0.000), Transcendence Needs (p=0.000), and Transcendental Awareness (p=0.000) supported the notion of the SQ variables having high impact on employee performance; except one facet of Conscious State Expansion (p=0.237) resulted as insignificant (refer to Table 2). Nevertheless, the overall impact of spiritual intelligence on employee performance resulted in highly significant (p=0.000).

Table 2. Impact of emotional intelligence, spiritual intelligence, and accountability on Employee Performance

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Accountability -> Answerability	0.626	0.170	4.020	**0.000**
Accountability -> Attributability	0.432	0.140	2.465	**0.008**
Accountability -> Consequentiality	0.655	0.020	4.337	**0.000**
Accountability -> Dart Responsibility	0.285	0.160	1.436	**0.077**
Accountability -> Evaluability	0.597	0.090	3.316	**0.001**
Accountability -> Observability	0.982	0.160	43.728	**0.000**
Accountability -> Performance	0.567	0.170	3.121	**0.001**
Emotional Intelligence -> Managing Others' Emotion	0.911	0.140	28.574	**0.000**
Emotional Intelligence -> Managing Own Emotion	0.876	0.020	10.490	**0.000**
Emotional Intelligence -> Perception of emotion	0.255	0.090	0.340	**0.367**
Emotional Intelligence -> Utilization of Emotion	0.633	0.080	2.979	**0.002**
Emotional Intelligence -> Performance	0.795	0.040	6.250	**0.000**
Spiritual Intelligence -> Conscious State Expansion	0.219	0.140	0.718	**0.237**
Spiritual Intelligence -> Critical Existential Thinking	0.751	0.130	8.110	**0.000**
Spiritual Intelligence -> Knowledge Seeking Aptitude	0.826	0.060	15.065	**0.000**
Spiritual Intelligence -> Personal Meaning Production	0.422	0.030	3.694	**0.000**
Spiritual Intelligence -> Soulfulness	0.963	0.010	31.933	**0.000**
Spiritual Intelligence -> Transcendence Needs	0.891	0.180	12.869	**0.000**
Spiritual Intelligence -> Transcendental Awareness	0.643	0.110	5.000	**0.000**
Spiritual Intelligence -> Performance	0.516	0.060	3.529	**0.000**

Source: Data Analysis

DISCUSSION

This study faced some diverse results on a few facets of some constructs. Under the Accountability construct, the scores of the experts' panel generated pointer of Dart Responsibility significantly increased its scores (p=0.003) as a post-training measure, but at the same time, it had an insignificant direct impact on employee performance. However, the DESQ training impacted the sig value improved from p = 0.152 to p = 0.077 [near to 0.000] and it suggests that in Pakistani organizational culture, Dart Responsibility should be focused in organizational HR training, well supported by literature on accountability and performance words stated as "responsible in actions" by findings of Hwang and Han (2020) and findings of King's (2008) study that established employees in possession of SQ are better at work performance. Moreover, the consequentiality facet of accountability was decreased, inviting more investigation. Although the focus on the consequences (consequentiality facet of accountability, supported by Han and Perry (2020) was an important part of DESQ training. This could be due to this research being conducted amidst the COVID-19 Pandemic creating chaos about life, job, and performance consequences. People (employees) were off their jobs because of the lockdown reasons. The consequences were uncertain within the human thinking mind. Another reason for the facet in SQ decrease may be due to the present moment's focus practice on the spiritual intelligence of SQ practitioners (Griffiths, 2011). Hence this needs to be further investigated in other research settings within Pakistan and other Countries from a post-pandemic perspective.

Training Module DESQ (TM-DESQue) improved the EQ scores of participants, and employee performance was also enhanced as a post-training measure. Though performance improved from p=0.734 to p=0.367 [near to p=0.000], matched with the literature findings of Asrar-ul-Haq et al. (2017). However, the perception of emotions facet of EQ had an insignificant direct impact on employee performance, supported by the findings of Latif et al. (2017) that EI is a poor job performance predictor, hence this requires more investigation. However, the sample under study was in good possession of managing emotions, and less bothered by emotional perception. DESQ training improved such facets of EQ at a good value from 2.6 to 3.6 mean scores. The notion of the research

Nevertheless, the participants' spiritual intelligence improved their scores through the DESQ intervention. One facet of SQ that is conscious state expansion remained insignificant in terms of its direct impact on employee performance, however, DESQ training improved such facet's impact on employee performance, as reported from this study are post-training measure from

p=0.473 as pre to p= 0.237 near to p=0.000 as significant impact, similar to the findings of Yanti and Dwirandra (2019) that SQ improves job performance.

But then again, this research study resulted in EQ's positive impact on performance, and it is evident from the literature that emotional intelligence has a strong positive link with public sector projects' success. The Pakistani public sector managers who are more emotionally intelligent are more aware of their selves and their surroundings, well in control, and successful (Fareed et al., 2021). Managers who have higher EQ levels are better leaders and they have empathy for peers and organizational problems (Goleman, 2013). Emotional intelligence has a positive impact on job performance while EQ and job performance have a stronger positive relationship provided the moderating role of perceived organizational support, a study conducted on a Pakistani sample suggested (Akhtar et al., 2017). While research has found EQ has a significant positive effect on job performance and organizational commitment in the higher education system of Pakistan, a study conducted in the year 2017 on the private University setting higher-education sector suggested (Akram et al., 2017).

It is an astonishing fact that some studies have opposite results. Latif et al. (2017) concluded EI is a poor job performance predictor. The study was conducted on female Pakistani high school teachers. However, the study determined that female teachers who had high EI scores were more satisfied in their jobs and their students' academic scores were also better, as compared with the female teachers who had low EI scores. They claimed it had important implications for educational authorities, school administrators, and teachers regarding teacher recruitment, training, performance, and professional development.

This study established a positive link between spiritual intelligence (SI/SQ) and employee performance. Hence, it is empirically evident from SI scholarly literature that employees embracing spiritual intelligence can contribute to positive organizational effectiveness. Human resource development focuses on employees' wisdom enhancement in turn to reap organizational commitment and motivation. There is a well-established link between SI and HRD constructs. (Brooks et al., 2006). SQ teaches humans to provide meaning and express actions, and for this spiritual intelligence is required to mention good performance (Munir, 2000). However, the quasi-experimental design studies uncovered SI training does not improve SI among employees (Luis Daniel, 2010). But, if the training programs are coordinated with learning activities, the possibilities of change in the system are higher (Kuchinke, 2013).

Moreover, research tells Islamic leadership positively impacts emotional intelligence, spiritual intelligence, and employee morale, while performance is increased by high Islamic leadership

and increased confidence. Moreover, EQ and SQ have a positive but non-significant effect on performance (Kessi et al., 2022).

CONCLUSION

The outcomes of the study showed an overall significant impact of TM DESQ on emotional intelligence, spiritual intelligence, and accountability scores. The scores of training participants in terms of emotional intelligence, spiritual intelligence, and accountability improved significantly due to the provision of basic knowledge of the construct provided to them through DESQ training.

The results of this study concluded that improved EQ improvised employee performance (Latif et al., 2017; Mahmood et al., 2018; Prentice et al., 2020), enhanced SQ significantly improved performance (Mahmood et al., 2018; Noegroho & Wulansari, 2020), and accountability proved to have a positive significant impact on performance (Tran & Nguyen, 2020).

It is concluded from our study that emotional intelligence, spiritual intelligence, and accountability (DESQ) affect 32% of employee performance. While 68% of other factors affect employee performance. Those factors affecting employee performance can be connected to organizational culture, the manager's attitude, job content, and financial rewards (Saeed et al., 2013). Moreover, this research was conducted amid the COVID-19 hit scenario, otherwise, different results might have been concluded. Hence, it is advised to replicate this study for the post-pandemic worldview purpose.

FUTURE RESEARCH DIRECTIONS

Emotional intelligence, spiritual intelligence, and accountability variables are the factors that affect 32% of employee performance; while there are 68% of other factors that affect performance, especially in the VOICD-19 pandemic and similar hit scenarios in Pakistan. The other factors affecting performance can be human well-being, annual increments in employees' salaries, pay for performance (Saeed et al., 2013), training opportunities (Abbas, 2014), job environment, management support, adaptability, and intrinsic motivation (Diamantidis & Chatzoglou, 2019), discipline, employee motivation, and leadership style (Pawirosumarto et al., 2019), and behaviors (Atatsi et al., 2019) that can be connected to future studies that open next doors for more research investigations.

The limited sample size (due to the Pandemic and post-pandemic worldview) is one important reason for the results not being as high as presumed, hence this also opens the doors for future research directions with bigger sample sizes to be conducted in other research settings.

Investing more time and money (causing the study as the longitudinal experiment design elongation) may bring better results that may open further doors for diversified research.

Importantly, the cross-cultural comparative analysis is suggested to be done in the same conditions as in Pakistan or within South Asia. Although, a cross-cultural analysis can be done in, and with, the developed world countries for generalizability provisions and watching for possible scope enhancement purposes. For this, the researcher can be contacted, at the web portal of the research-gate, for TM-DESQ research collaborations.

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