

THE INFLUENCE OF PHILOSOPHICAL MENTALITY AND SPIRITUAL INTELLIGENCE ON CREATIVITY OF EMPLOYEES MEDIATED BY ORGANIZATIONAL COMMITMENT

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Abstract. The root of organizational creativity depends on employee's creativity and any factor increasing the staff's creativity. In recent years, specific features of the mind and the role of emotions in people are considered a competitive advantage that has been at the center of attention by organizations. Therefore, the present study focused on the relationship between spiritual intelligence and philosophical mentality on employee creativity and the mediating role of organizational commitment. To analyze the conceptual model of research, philosophical mentality the Smith's Wellbeing Questionnaire for Workers, spiritual intelligence King's Questionnaire, organizational commitment Allen and Meyer's Organizational Commitment Scale, and organizational creativity Randsip's Creativity Questionnaire were used for collecting data. Data analysis was performed using Pearson correlation coefficient and analysis of variance. The statistical sample included 278 employees of factories located in industrial towns of Isfahan, Iran. The results indicated the positive relationships between philosophical mentality and creativity, philosophical mentality and organizational commitment, spiritual intelligence and employee creativity, spiritual intelligence and organizational commitment, organizational commitment, and employee creativity. In addition, philosophical mentality and spiritual intelligence can affect the employee's creativity through organizational commitment as a mediator variable.

Keywords: case study, organizational commitment, personnel creativity, philosophical mentality, spiritual intelligence.

Introduction

Creativity and innovation are considered the most significant aspects of the organization because it is the reason for creating an organization, increasing the quality of production and

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service, and success in competition. As a way of producing and choosing new concepts and suitable solutions, creativity and innovation have decreased the cost and waste of sources. Also, it is used as a primitive tool for causing stable expansion and improving the motivation of employees in an organization. The root of organizational creativity depends on employee's creativity, and any factor increasing the staff's creativity causes the organization to succeed. In recent years, specific features of the mind and the role of emotions in people, especially spiritual intelligence and philosophical mentality of a person, are considered a competitive advantage that has been at the center of attention by the organization. Previous studies have sized up various factors such as organizational mentality (Sattari, 2017; Rajabnezhad et al., 2017), philosophical mindset (Marashi et al., 2016; Mirzamohammadi et al., 2013; Babagoli & Belaghat, 2016; Rajabnezhad et al., 2017), spiritual intelligence (Naseri & Hosseini, 2015; Gupta & Bajaj, 2017; Wulantika & Mayasari Buhari, 2015; Tee Suan Chin et al., 2012; Aydin, 2019; Payam et al., 2019) and organizational commitment (Akgunduz et al., 2018; Holagh et al., 2014; Wu & Chen, 2018; Hirschi & Spurk, 2021; Wayoi et al., 2021; Sadeghi & Razavi, 2020). For instance, Rajabnezhad et al. (2017) analyzed the relationship between managers' spiritual intelligence and organizational commitment among university staff at Tehran University of Medical Sciences, Iran. They reported that spiritual intelligence is one of the managers' core competencies resulting in its success. Managers had a high level of spiritual intelligence, although the mean of staffs' organizational commitment was mediocre. The results indicated a meaningful relationship between the manager's spiritual intelligence and the staff's organizational commitment. Sattari (2017) studied organizational spirituality from the perspective of medical faculty members in Islamic Azad University (IAU), Iran, and analyzed organizational spirituality by considering the members' point of view. Base on the results, organizational spirituality is higher than mediocre, and no meaningful difference was observed based on sex, age, years of service, and type of employment among faculty members about organizational spirituality. Marashi et al. (2016) analyzed the relationship between philosophical mentality and spiritual intelligence among university students at Shahid Chamran University of Ahvaz, Iran. The results indicated that the way human looks at things and the scope of this look brings a kind of world view to human, and the world view also directs one's point of view in a bilateral relationship. In addition, a positive and meaningful relationship was observed among other subscales of the two main research variables except for the lack of a significant relationship between flexibility and understanding the source of existence.

Mortazavi et al. (2016) analyzed creativity as a mediator in creating a relationship between psychological ability and employee commitment to determine the effect of psychological ability in shaping creativity and influencing organizational commitment among the employees. The results indicated that psychological significantly affects creativity and organizational commitment. Also, creativity plays the role of a mediator between psychological ability and organizational commitment. Akgunduz et al. (2018) focused on the effect of perceived organizational support (POS) and preventive personality involving the meaning of employee creativity in hotels. The results showed that both POS and preventive personality play a positively affect the meaning of work and staff creativity. While the effect of mediator from the meaning of work about preventive personality and staffs' creativity protects completely, the effect of mediator from the meaning of work protects the relation between staffs'

creativity and organizational commitment. In addition, Wu and Chen (2018) analyzed the relationship between shared leadership, collective psychological capital, organizational commitment, and creativity in the level of community in hotel industry in Taiwan, China, from the macro perspective of social exchange theory. The results showed that the data processes the hypothetical model well, and the collective psychological capital affects the relationship between shared leadership, organizational commitment, and employees' creativity. In addition, they found that collective psychological capital can act as an intermediary between shared leadership and organizational commitment and creativity, and that shared leadership of joint psychological capital plays an important role in increasing organizational commitment and creativity. Koseoglu et al. (2017) reported that the level of creativity of supervisors is a critical component of effective leadership which can be related to self-concept and creativity among the subordinates. The direct relationship between the creativity of supervisors and their subordinates through the identity of the creative role of dependents of the positive relationship became stronger when employees perceived a higher level of organizational support for creativity. Sadeghi and Razavi (2020) examined the relationship between organizational silence, organizational commitment, and organizational creativity among the administrators of IAU. The findings indicated a significant and inverse relationship among these three variables, and the results showed that the more organizational silence, the less organizational commitment and creativity. Also, the impact of organizational commitment on organizational creativity is higher. These results showed that organizational silence is a deterrent to organizational growth, and we can hope for the progress and development of the organization in carrying out entrepreneurial activities in the case of reduction. Malik et al. (2019) examined the relationship between perceived organizational policy, latent knowledge, and employee creativity and evaluated the moderating role of organizational commitment. The findings showed that the perceived policy of the organization hides the organizational knowledge, which reduces the creativity of staff. Organizational commitment also undermines the relationship between perceived organizational policy and knowledge concealment. The results indicated that the perceived policy of the organization has a negative effect on employees' creativity directly and through knowledge concealment behaviors indirectly. In another study, the conceptual framework of the mechanism was presented by Gupta and Bajaj (2017). Based on the result, an integrated conceptual framework recommends the relationship between leader emotional intelligence and employee creativity in today's digital and universal environment, where the pace of technological development is increasing. The present literature shows a need to discover how leadership emotional intelligence affects employee creativity. Wayoi et al. (2021) examined the effect of organizational commitment of Islamic school teachers on job satisfaction and performance. The results indicated that all three dimensions of normative, continuous, and emotional commitment significantly impact job satisfaction and performance. Ouyang et al. (2015) discovered differences in job satisfaction under the effect of emotional intelligence, and focused on organizational justice and job insecurity. The results showed that emotional intelligence, organizational justice, job insecurity and satisfaction were significantly correlated. Table 1 provides a summary of the related research included in this study.

Table 1. Summary of the related work (source: created by authors)

Author(s)	Variables				
	Spiritual intelligence	Philosophical mentality	Organizational commitment	Employee's creativity	Other variables
Damerchili and Rasoolnejad (2011)		*		*	
Tee Suan Chin et al. (2012)	*			*	
Jandaghi et al. (2013)		*		*	
Holagh et al. (2014)			*	*	
Kalantarkousheh et al. (2014)	*		*		
Ouyang et al. (2015)	*				*
Dehghani and Fazlolahi Ghomeishi (2015)	*		*		
Mirzamohammadi et al. (2013)				*	*
Marashi et al. (2016)	*	*			
Mortazavi et al. (2016)			*	*	
Cheasakul and Varma (2016)			*		*
Babagoli and Belaghat (2016)	*	*			
Rajabnezhad et al. (2017)	*		*		
Sattari (2017)	*				
Nordin (2011)			*		*
Koseoglu et al. (2017)				*	*
Gupta and Bajaj (2017)				*	*
Imanzadeh (2018)		*		*	
Akgunduz et al. (2018)			*	*	
Wu and Chen (2018)			*	*	
Malik et al. (2019)			*	*	*
Aydin (2019)	*			*	
Payam et al. (2019)	*		*		
Sadeghi and Razavi (2020)			*	*	*
Ogbeibu et al. (2020)			*	*	
Wayoi et al. (2021)			*		*
Current research	*	*	*	*	

1. Hypotheses development

According to the above studies, the research has dealt with the relationship between spiritual intelligence and philosophical mentality with creativity, while the mediating role of organizational commitment has been less observed. Therefore, this study aims to evaluate the

Table 2. Investigating the research gap (source: created by authors)

Dependent variable	Independent variable			
	Spiritual intelligence	Philosophical mentality	Organizational commitment	Employee's creativity
Spiritual intelligence		Affect	Research gap	Research gap
Philosophical mentality	Affect		Research gap	Research gap
Organizational commitment	Affect	Research gap		Research gap
Employee's creativity	Affect	Affect	Affect	

relationship between philosophical mentality, spiritual intelligence, organizational commitment, and employee creativity to evaluate the type of relationship and its extent through the mediating variable of organizational commitment (Table 2).

Spiritual intelligence. Spiritual intelligence has four dimensions: critical thinking, production of personal meaning, transcendent awareness, and development of a state of consciousness (King & DeCicco, 2009), while the effect of which on employees' creativity should be examined.

Philosophical mentality. Also, the philosophical mentality has three dimensions: comprehensiveness, contemplation, and flexibility (Smith, 1965). The fundamental issue is that the comprehensiveness of the philosophical mentality to the meaning of mental scope of logical thinking, the contemplation and depth of one's rational and reasoning view, and finally, the degree of one's resistance to changing one's view of life can provide a basis for thinking and creativity in the individuals.

On the other hand, the divine and spiritual view of life affects the of organization's commitment level. Also, organizational commitment, which is the basis of creativity, affects the individual's philosophical perspective, and logical and mental thinking of the individual. In addition, organizational commitment includes normative, continuous, and emotional dimensions (Meyer & Allen, 1997). It is necessary to study the effect of each of these dimensions on the level of employee creativity, and the mediating role of organizational commitment variable in the simultaneous impact of philosophical mentality and spiritual intelligence on organizational creativity. How can organizational commitment simultaneously affect organizational creativity while being influenced by spiritual intelligence? In addition, can the philosophical mindset influence organizational creativity itself affect another variable affecting creativity or organizational commitment? Figure 1 shows the conceptual model of the present study.

Based on the theoretical model of research, we propose the following research hypothesis:

Hypothesis 1: There is a positive and significant relationship between philosophical mentality and employee creativity;

Hypothesis 2: There is a positive and significant relationship between spiritual intelligence and employee creativity;

Hypothesis 3: There is a positive and significant relationship between philosophical mentality and employee's creativity;

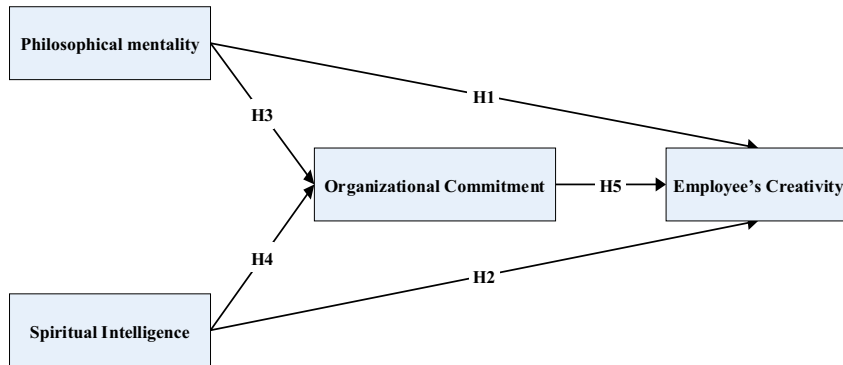


Figure 1. Theoretical model of research (source: created by authors)

Hypothesis 4: There is a positive and significant relationship between spiritual intelligence and organizational commitment;

Hypothesis 5: There is a positive and significant relationship between organizational commitment and employee creativity;

Hypothesis 6: Organizational commitment plays a mediating role in creating a relationship between philosophical mentality and employee creativity;

Hypothesis 7: Organizational commitment plays a mediating role in creating a relationship between spiritual intelligence and employee creativity.

2. Methodology

2.1. Participants, data collection tools and measurement methods

In the present descriptive study, the statistical population included 1013 employees with a diploma to doctoral degrees in different staff, labor, and expertise working in the factories located in the industrial towns of Isfahan province. To study the role of humanities and behavioral sciences of employees, selected factories were chosen from four different industries and utterly unrelated to each other. These factories were *Golnoor Lighting Group* (manufacturer of lighting lamps, light-emitting diodes lamps and products with 650 employees, electrical industry), *Shirin Mehr Ara Food Industries* (producer of chocolate, halal beer (*mao-shaeer*), concentrate juice with 100 employees, food industry), *Nasr Refrigeration Industries* (manufacturer of refrigeration, heating, air conditioners, and heaters with a staff of 200, home appliance industry), *Isfahan Moghadam* (manufacturer of polymer and plastic parts with 200 staff, plastic, and polymer industry). The questionnaires included philosophical mentality (Smith, 1965) (Item 1–42), organizational creativity Randsip's Creativity Questionnaire (1979) (Item 43–72) (Taghi Lou et al., 2012), spiritual intelligence (King, 2007) (Item 73–96), and organizational commitment (Meyer & Allen, 1997) (Item 97–120). To collect the required data, field research and questionnaire were used. The data was collected for three months, from April to July, 2021. In this research, based on Cochran's theorem, 278 staff (working in the factories of Isfahan province, Iran) were chosen from the research population using simple random sampling. Participants comprised 239 men and 39 women. The participants were

guaranteed the confidentiality of the data. Also, those questioned who decided not to answer were substituted by others. In this research, to describe the data analysis and test the research hypotheses, several independent variables should be examined for their effect on the dependent variable, inferential statistics of Pearson correlation coefficient and analysis of variance, and structural equation modeling have been used.

2.2. Validity and reliability of the measurement tools

To evaluate content validity, 12 human resources experts with bachelor's, master's, and doctoral degrees and greater than 15 years of practical experience in the relevant field were considered by whom content validity coefficients and content validity index were measured. The content validity of each question was confirmed, given that the content validity index value of each question was more than 0.79 and the content validity coefficients value of each question was more than 0.62. In addition, 30 questionnaires were completed among the members of the statistical community, and Cronbach's alpha was calculated for measure the reliability. Table 3 indicates the results of Cronbach's alpha for the questionnaire and its indicators.

As shown in Table 3, the reliability coefficient for all indicators and sub-indicators is more than 0.7, which indicates the high reliability of indicators and sub-indicators. Then, kurtosis and skewness tests, as well as the Kolmogorov-Smirnov test (KST), were used for normality. A confirmatory factor analysis test was used to assess the validity of the studied structure and correlation analysis, and covariance matrix analysis or correlation matrix was applied for testing the research hypotheses. Also, Cronbach's alpha coefficients, combined reliability, and convergent and divergent validity were used to evaluate measurement model's fit, and reliability method including factor loading coefficients. Finally, the fit of the structural model was done by t -value, R^2 , Q^2 , redundancy indices, and the total fit by the goodness of fit index (GFI).

Table 3. Cronbach's alpha test (source: created by authors)

Factors	Cronbach's alpha
Philosophical mentality	0.949
Comprehensiveness	0.948
Depth	0.943
Flexibility	0.934
Spiritual intelligence	0.911
Critical existential thinking	0.925
Personal meaning production	0.923
Transcendental awareness	0.944
Conscious state expansion	0.865
Organizational commitment	0.928
Affective commitment	0.934
Continuance commitment	0.899
Normative commitment	0.924
Employee's creativity	0.992

2.3. Findings of the study

Table 4 examines the status of research variables. Kurtosis and skewness (George & Mallery, 2009) were considered for evaluating the normality of research data. As shown, the value of the skewness index is between 2 and -2. Thus it can give us hope for the distribution of variables. In fact, in terms of skewness, the variables are normal and follow a symmetrical distribution. However, the amount of kurtosis is less than 3, which indicates that the peak of this distribution is lower than normal. Therefore, even though the variables have asymmetric distribution, they will not be normal.

Table 4. Descriptive statistics and skewness and kurtosis test of research variables (source: created by authors)

Variables	Statistical sample	Min	Max	Mean	Standard deviation	Skewness	Kurtosis
Philosophical mentality	278	42	210	126.88	53.83	-0.143	-1.234
Comprehensiveness	278	14	70	42.91	20.15	-0.069	-1.319
Depth	278	14	70	41.17	19.14	0.006	-1.188
Flexibility	278	14	70	42.80	19.63	-0.166	-1.237
Spiritual intelligence	278	24	120	70.80	30.53	0.077	-1.312
Critical existential thinking	278	7	35	20.71	10.32	0.08	-1.387
Personal meaning production	278	5	25	14.62	6.83	0.154	-1.214
Transcendental awareness	278	7	35	20.80	9.78	0.038	-1.271
Conscious state expansion	278	5	25	14.67	6.84	0.03	-1.259
Organizational commitment	278	24	120	72.67	25.42	0.163	-1.02
Affective commitment	278	8	40	24.17	8.92	0.349	-0.951
Continuance commitment	278	8	40	23.95	10.65	-0.023	-1.184
Normative commitment	278	8	40	24.55	9.73	-0.024	-0.995
Employee's creativity	278	30	150	91.15	30.39	0.362	-0.81

Table 5 indicates the results of checking the normality of the data using the KST. Since the significance level for all research variables is less than 0.05, the null hypothesis is rejected. As a result, the research variables do not follow the normal distribution. Therefore, the structural equation tool was used to test the hypotheses and fit the conceptual model of the research:

$$\begin{cases} H_0 : \text{observations follow a normal distribution;} \\ H_1 : \text{observations do not follow a normal distribution.} \end{cases}$$

Table 5. Normality of research variables (source: created by authors)

Variables	Kolmogorov–Smirnov test statistics	Significance level	Results
Philosophical mentality	0.112	0.000	Non-normal
Spiritual intelligence	0.100	0.000	Non-normal
Organizational commitment	0.129	0.000	Non-normal
Employee's creativity	0.095	0.000	Non-normal

First, the measurement model was determined, the measurement and structural model were designed, and finally the hypotheses were tested (Hoseinimasoom et al., 2020). For this purpose, Burke Jarvis et al. (2003) quadratic method was used to analyze the general model and select the type of measurement model. Based on this method, if the correlation between the indicators is low or there is no correlation, the constructive model method should be used; otherwise, the reflective model method is used (Hoseinimasoom et al., 2020). Therefore, it is necessary to examine the four main measurement models (for the four main variables) for analyzing the general model, and reliability, convergent validity and divergent validity are used for evaluating the fit of the measurement models.

Reliability. Reliability or the ability to rely on determines how measuring instruments perform the same results under the same conditions. Table 6 shows the study results of the reliability of research variables. According to the appropriate value for Cronbach's alpha and the combined reliability is 0.7 and all criteria in measuring the factor loads are reasonable, the appropriateness of the reliability can be confirmed.

Convergent validity. The second criterion measures the corresponding correlation of each variable with the questions (indicators). Average variance extracted (AVE) analysis indicates the average variance shared between each variable with its questions. In simpler terms, AVE indicates the degree of variable correlation with its questions. The higher correlation leads to greater fit. According to Table 6 and the Fronell–Larcker criterion (FLC) (proper AVE value must be greater than 0.5), the convergent validity of the research is confirmed.

Divergent validity. Divergent validity compares the degree of correlation between items of one variable versus the correlation of those items with other variables. In this method, the degree of correlation between the factors of one variable with that variable and the degree of correlation between the aspects of one variable with other variables are compared. If it is found that the degree of correlation between a factor and other variables is greater than the correlation of that factor with the relevant variable, the divergent validity of the model

Table 6. Convergent reliability and validity (source: created by authors)

Variables	Convergent reliability	Cronbach's alpha	Average variance extracted
Philosophical mentality	0.844	0.944	0.799
Spiritual intelligence	0.939	0.938	0.789
Organizational commitment	0.935	0.934	0.729
Employee's creativity	0.935	0.934	0.683

Table 7. Convergent validity (Fronell–Larcker criterion) (source: created by authors)

Variables	Philosophical mentality	Spiritual intelligence	Organizational commitment	Employee's creativity
Philosophical mentality	0.894			
Spiritual intelligence	-0.071	0.888		
Organizational commitment	0.703	0.399	0.854	
Employee's creativity	0.453	0.685	0.774	0.827

is confirmed. Furthermore, divergent validity compares the correlation degree of a variable with its items versus the correlation of that given variable with the other variables. Another important criterion is the relationship between a variable and its questions compared to that variable with other variables. The acceptable divergent validity illustrates that a variable in the model has more interaction with its questions than with other variables. Divergent validity is acceptable when the amount of AVE for each variable is greater than the common variance between that variable and other variables in the model.

To examine the divergent validity, FLC propose a matrix similar to the matrix shown in Table 7, in which the principal diameter of this matrix contains the square root of the AVE values for each of the four variables. As shown in Table 7, if the values of cells are less than the AVE root value of each variable (values on the original diameter of the matrix), the convergent validity of the model is confirmed. According to the data in Table 7, the convergent validity of the model is confirmed.

3. Structural model fit of the original model

After examining the fit of measurement models, the structural model of the research was fitted. The structural model section, unlike measurement models, does not deal with questions (explicit variables), and only the hidden variables with their relationships are examined. For

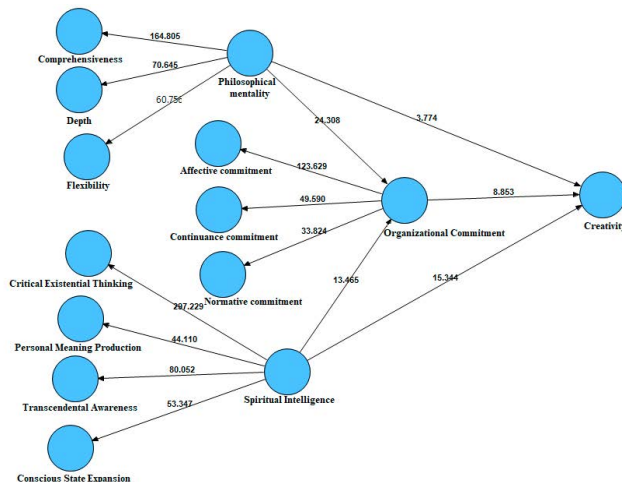


Figure 2. Meaning coefficients of the conceptual model (source: created by authors)

Table 8. Relationships within the model (source: created by authors)

Relationships within the model	Standard error	<i>t</i> -value
Employee's creativity -> spiritual intelligence	0.034	15.344
Organizational commitment -> spiritual intelligence	0.034	13.465
Employee's creativity -> organizational commitment	0.049	8.853
Employee's creativity -> philosophical mentality	0.049	3.778
Organizational commitment -> philosophical mentality	0.030	24.308

this purpose, different criteria, such as the coefficients of significance *t* or *t*-values, were considered. Figure 2 shows the graph of significant coefficients *t*. Since the value of substantial numbers *t* is more than 1.96, it shows the relationship between the model variables. Hence, the research hypotheses are confirmed at the 95% confidence level.

According to Table 8, since the value of *t* is more than 1.96, it can be concluded that there is a significant relationship between all variables of the model. As a result, the structural model is desirably fitted.

4. R squared criteria

R^2 is a criterion used to connect the measurement and structural part of the structural equation model. This criterion represents the effect the independent variable has on the dependent variable. The three values of 0.19, 0.33 and 0.67 are considered for determining the weak, medium, and strong values, respectively. The value of R^2 for the independent variables is zero. As displayed in Table 9, the value of R^2 is substantial for all dependent variables of the model. Also, according to the criterion value, the fit of the structural equations is confirmed.

Table 9. Review of criteria R^2 and Q^2 (source: created by authors)

Total	R squared	SSO*	SSE**	1-SSE**/SSO*
Employee's creativity	0.780	8340	3957.217	0.526
Organizational commitment	0.697	6672	3310.218	0.504

Note: *SSO – sum of squared of observations; **SSE – sum of squared error.

5. Criterion Q^2

Stone–Geisser's Q^2 value was introduced in 1975 and it measures the prediction power of the model by calculating the dependent variables. If the Q^2 value for a dependent variable is zero or less than zero, the relationship between the other variables in the model and that dependent variable is not well explained. As a result, the model should be modified. The Q^2 value of 0.02, 0.15, or 0.32 for one of the dependent variables indicates the weak, medium, or strong predictive power of the related dependent variable, respectively. In addition, the Q^2 value for dependent variables is vital, which indicates that independent variables are suitable for predicting dependent variables. As a result, proper fit once again confirms the structural model of the research.

6. Overall model fit

The general model includes both parts of the measurement model and its structure, and the fit check in a complete model is completed by confirming its fit. The GFI criterion is related to the general part of structural equation models, which means that the researcher can control the general fit part after examining the fit of the measurement part and the structural part of the research model. This criterion was developed by Tenenhaus et al. (2004), as shown in Equation 1:

$$GFI = \sqrt{R^2 \cdot \text{communality}} \tag{1}$$

Note: communality: the mean squared of the factor loads of each variable.

Communality: the mean value of communality of each dependent variable.

R^2 : mean value of dependent variables.

Table 10 displays the GFI.

Table 10. Goodness of fit index criteria (source: created by authors)

Variables	Communality	R squared
Employee’s creativity	0.683	0.780
Organizational commitment	0.729	0.697
Mean	0.706	0.739

The proper fit of the model is shown by considering the three values of 0.1, 0.25 and 0.36, which are introduced as weak, medium and strong values for GFI, and obtaining the value of 0.722 for GFI.

7. Hypothesis testing

Hypothesis 1: There is a positive and significant relationship between philosophical mentality and employee creativity;

Hypothesis 2: There is a positive and significant relationship between spiritual intelligence and employee creativity;

Hypothesis 3: There is a positive and significant relationship between philosophical mentality and employee’s creativity;

Hypothesis 4: There is a positive and significant relationship between spiritual intelligence and organizational commitment;

H5: There is a positive and significant relationship between organizational commitment and employee creativity:

$$\begin{cases} H_0 : \text{there is not a positive and significant relationship between;} \\ H_1 : \text{there is a positive and significant relationship between.} \end{cases}$$

Table 11. Research hypotheses test (without considering the mediating variable) (source: created by authors)

Hypotheses	Independent variable	Dependent variable	Standardized path coefficient	t-value	Result (H0)
1	Philosophical mentality	Employee's creativity	0.185	3.774	rejected
2	Spiritual intelligence	Employee's creativity	0.525	15.334	rejected
3	Philosophical mentality	Organizational commitment	0.735	24.308	rejected
4	Spiritual intelligence	Organizational commitment	0.451	13.465	rejected
5	Organizational commitment	Employee's creativity	0.435	8.853	rejected

According to Table 11, if the *t*-value is more than 1.96, the null hypothesis is rejected and the main hypothesis is confirmed, so there is a positive and significant relationship between the two research variables. Also, if the standardized path coefficient (extracted from Figure 2) is positive, this relation is a direct relation. Therefore, considering that the path coefficient of the first hypothesis is equal to 0.185 and *t*-value is equal to 3.774, it can be concluded that, the null hypothesis is rejected and there is a positive and significant relationship between philosophical mentality and employees' creativity. Also, since the standardized path coefficient is positive, this relationship is direct. With the improvement of the philosophical mentality, the employees' creativity improves and *vice versa*. Similarly, the null hypotheses related to the second to fifth hypotheses were rejected and the main hypothesis was confirmed. The standard coefficient diagram of the research model is also presented in Figure 3.

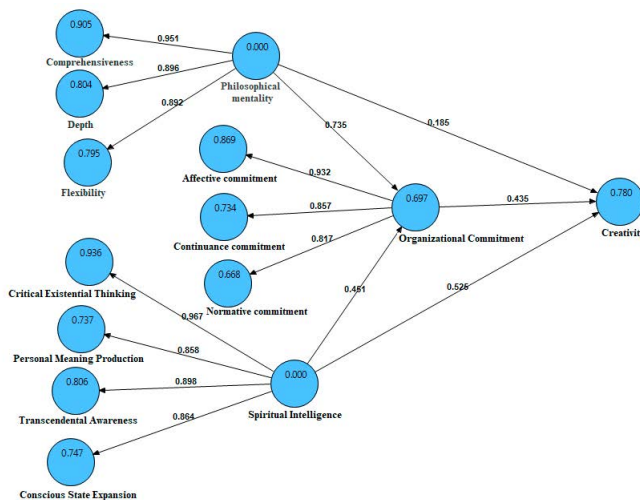


Figure 3. Standard coefficient diagram of the research model (source: created by authors)

Sobel test was used to investigate the effect of mediator variables on the main hypotheses. This test calculates the value of *t* for an indirect relation and examines its significance. The path coefficient of this indirect effect is obtained by multiplying two direct path coefficients (Equation 2):

$$t\text{-value} = \frac{a \cdot b}{\sqrt{(b^2 \cdot S_a^2) + (a^2 \cdot S_b^2) + (S_a^2 \cdot S_b^2)}} \tag{2}$$

Note: *a* – raw (unstandardized) regression coefficient for the association between independent value and mediator; *S_a* – standard error of *a*; *b* – raw coefficient for the association between the mediator and the dependent value (when the independent value is also a predictor of the dependent value); *S_b* = standard error of *b*.

Hypothesis 6: Organizational commitment plays a mediating role in creating a relationship between philosophical mentality and employee creativity;

Hypothesis 7: Organizational commitment plays a mediating role in creating a relationship between spiritual intelligence and employee creativity:

$$\left\{ \begin{array}{l} H_0 : \text{Organizational commitment plays a mediating role in} \\ \text{creating a relationship between tow variables;} \\ H_1 : \text{Organizational commitment does not plays a mediating role in} \\ \text{creating a relationship between tow variables.} \end{array} \right.$$

Table 12. Organizational commitment mediates the relationship between philosophical mentality and spiritual intelligence with employee’s creativity (source: crested by authors)

Hypotheses	Independent variable	Mediator variable	Dependent variable	Standardized path coefficient	<i>t</i> -value	Result (H0)
6	Philosophical mentality	Organizational commitment	Employee’s creativity	0.320	7.901	rejected
7	Spiritual intelligence	Organizational commitment	Employee’s creativity	0.196	6.448	rejected

As shown in Table 12, the null hypothesis is rejected since the value of *t* calculated for the sixth and seventh hypotheses is greater than 1.96, while the sixth and seventh hypotheses of the research are confirmed. It can be said that, the organizational commitment can mediate the relationship between philosophical mentality (spiritual intelligence) and employee creativity.

Discussion and results

According to the results shows in Table 11, there is a positive and significant relationship between philosophical mentality and employee’s creativity (*t*-value = 3.774), spiritual intelligence and employee’s creativity (*t*-value = 15.334), philosophical mentality and organizational commitment (*t*-value = 24.308), spiritual intelligence and organizational commitment (*t*-value = 13.465), organizational commitment and employee’s creativity (*t*-value = 8.853).

Also, since the standardized path coefficient is positive, this relationship is direct. In addition, since the value of t calculated for the sixth (t -value = 7.901) and seventh (t -value = 6.448) hypotheses (see Table 12) is greater than 1.96, the sixth and seventh hypotheses of the research are confirmed and it can be said that, the organizational commitment can mediate the relationship between philosophical mentality (spiritual intelligence) and employee creativity.

Many studies have highlighted the role of this factor, while its influence on philosophical mentality and spiritual intelligence has been less studied. Based on the findings, spiritual intelligence has a positive relationship with employee creativity (Tee Suan Chin et al., 2012; Aydin, 2019) and organizational commitment (Kalantarkousheh et al., 2014; Dehghani & Fazlolahi Ghomeishi, 2015; Rajabnezhad et al., 2017; Payam et al., 2019). Aydin (2019) states that they will be optimistic and hopeful about the staff and look for innovative and creative ways to do their job when people have high spiritual intelligence and emotions, and the staff is purposeful, meaningful, and satisfying.

In addition, Kalantarkousheh et al. (2014) indicated that spiritual intelligence is related to practical leadership components such as organizational commitment, creativity and innovation. Also, philosophical mentality has a positive and significant relationship with employee creativity (Damerchili & Rasoolnejad, 2011; Jandaghi et al., 2013) and organizational commitment (Imanzadeh, 2018). Damerchili and Rasoolnejad (2011) showed a significant relationship between philosophical mentality and creativity and their dimensions to create a new one. The study of the effect of organizational commitment on organizational creativity also indicated a positive and significant relationship between the two variables (Holagh et al., 2014; Mortazavi & Bagherpoor, 2016; Akgunduz et al., 2018; Wu & Chen, 2018; Malik et al., 2019; Sadeghi & Razavi, 2020). Malik et al. (2019) reported that hiding organizational knowledge decreases employees' creativity. Organizational commitment also weakens the relationship between perceived organizational policy and knowledge concealment, and employee creativity can be increased by improving commitment in the organization. The results of Sobel test indicated that organizational commitment mediates the relationship between philosophical mentality and spiritual intelligence with employee creativity. Malik et al. (2019) focused on the indirect effect of organizational commitment on organizational creativity. Therefore, the commitment of human resources and, consequently, the employee's creativity can be increased by increasing the level of two independent factors (philosophical mentality and spiritual intelligence).

Conclusions

In today's competitive world, employee's creativity is considered the most significant aspects of the organization because it is the reason for creating an organization, increasing the quality of production and service, and success in competition. The root of organizational creativity depends on employee's creativity and any factor increasing the staff's creativity. Therefore, the study of factors affecting organizational creativity, considered one of the main parameters of organizational success, is significant. In recent years, specific features of the mind and the role of emotions in people, especially spiritual intelligence and philosophical mentality of a person, are considered a competitive advantage that has been at the center of attention by the

organization. This study evaluated the effect of philosophical mentality and spiritual intelligence on organizational creativity. People's spiritual intelligence determines people's view of their existential nature and their organization. Philosophical mentality determines the existential philosophy of the organization and the individual and his motivation for employment in this organization. Organizational commitment, which is the key to the success of many reputable international organizations such as *Toyota* and is strongly influenced by these two factors and influences creativity, was considered a mediating variable. An individual's commitment to the organization is vital since individuals are the main assets of an organization, and experience has shown that companies with long-term employees are generally more successful. This study is critical because the current markets are pretty competitive and successful organizations can offer different, and superior products compared to other competitors. The level of creativity of employees determines the level of creativity of that organization since people are the main asset of an organization.

The limitations of this study are related to the lack of information and resources in the field of research, and the lack of confidence in the respondents' understanding of the questionnaire questions. Moreover, there are some inconsistencies between the findings of the present and previous studies since the instruments used in the research were developed by researchers in the Western countries, and some of them are not culturally related to the Eastern countries. In addition, studies can be conducted on the effect of philosophical mentality and emotional intelligence on employee innovation by considering the mediating role of organizational commitment, and organizational culture, and comparing its results with the results of this study. It is also suggested to evaluate the effect of philosophical mentality, and organizational and spiritual intelligence on employee creativity by considering the mediating role of organizational commitment. Finally, the effect of philosophical mentality on employee performance can be evaluated based on the mediating role of organizational commitment, and the results can be compared to the findings of this study.

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