

The Effect of Emotional Intelligence and Spiritual Intelligence Among the High And Low Performing Managers.

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ABSTRACT

The present study has been designed to see the effect of emotional intelligence and spiritual intelligence with the quality of life of high and low performing managers in workplaces setting. The participants were selected based on their performance rating (high and low) given by the respective organizations. In total 100 managers were selected 50 each from high and low performance rating. The age of the participants ranged from 24 to 40 years, with average age of participants being 32 years. All the participants were MBA graduates (n=100). The following tools were applied to assess the observation of the participants on these variables viz, Assessing Emotion Scale (Schutte, John, Maloof and Bhullar 2007), World Health Organization Quality of Life – BREF (WHOQOL-BREF, 1996) and Spiritual Intelligence Self Report Inventory (SISRI-24: King, 2008). The observations of the participants were analyzed with the help of regression analysis followed by t -test and the result showed the significant difference between high and low performing managers on their spiritual and emotional intelligence and explained 44% and 8% of variance in quality of life respectively.

The ability to manage their own and other emotions and the ability to effectively utilize them, called emotional intelligence can be one of the factors that enhances the quality of life of a person. Emotions like happiness, sadness, anxiety, anger can affect a person's physical and psychological health, and social relationship. So it can be assumed that emotional intelligence might play a role in the quality of life of a person. Moreover, the important responsibilities of a manager are to deal effectively with the people, (superiors, colleagues, subordinates, customers, etc.) at the workplace. A manager who can regulate and manage his and other's emotions in an effective manner (emotional intelligence), will be able to perform better, because most of the work, managers have to do through other people. So it can be assumed that emotional intelligence might affect the quality of life of a person and his performance at the workplace. Although there have been studies linking emotional intelligence and performance but there are very few studies revealing the nature of the influence of emotional intelligence on the quality of life of managers. The impact of the level of emotional intelligence among high and low performing managers as related to their quality of life needs to be given due attention.

Moreover, cut-throat competition in the job market may sometimes force the individual to join a job for the sake of making a living. These jobs can become more and more taxing and demanding on their physical, psychological, and emotional resources as well as on the effectiveness of the organization. In such a situation, if a person is emotionally intelligent he will be able to establish a good interpersonal relationship with people at his workplace and will be emotionally stable, but he will be not able to perform at his best until and unless he can derive meaning and purpose out of his job. This need for purpose and meaning in life can be adequately addressed by spiritual intelligence which can enhance and sustain his performance and job satisfaction. It will further help in enhancing the person's physical and psychological health along with the social relationship. So, the role of spiritual intelligence in simultaneously enhancing a person's quality of life and performance among high and low-performing managers needs to be investigated empirically in the workplace setting.

Invariably, all spiritual texts, emphasize the need of being emotionally stable for advancement in one's spiritual pursuits. Similarly, it is also a general observation that the spiritual person has better control over his emotions. The components of spiritual intelligence, especially critical existential thinking (developing critical thinking) and personal meaning production (search for meaning) can help deal with emotional issues by assisting in analyzing the emotional issues from a broader perspective. This can help the person to regulate his emotions in a better way which can further help in improving his quality of life and as well as performance. The assumption that emotional intelligence and spiritual intelligence can be helpful predictors of a person's quality of life needs to be empirically investigated.

Thus the above-cited studies suggest that the relationship of emotional intelligence with physical health, psychological health, and the social relationship has been investigated in different studies, but research shreds of evidence linking emotional intelligence directly with the quality of life are lacking. Likewise, the impact of spiritual intelligence on the quality of life of a person has also not been investigated. Moreover,

studies are lacking and reflecting the gaps analyzing the synergetic influence of emotional intelligence and spiritual intelligence on the quality of life and performance level of the managers.

Hence, the present study has been designed to explore the direction and magnitude of the relationship of emotional intelligence, spiritual intelligence, and quality of life among high and low-performing managers in workplaces setting.

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- To examine the synergistic influence of emotional intelligence and spiritual intelligence on the quality of life among high and low performing managers.

I. Methodology

The study comprises 100 managers in total having 7- 10 years of experience with an MBA as a minimum qualification and who have at least three layers of subordination working under them. The participants were selected based on performance rating as high and low given by the respective organizations with the assurance of keeping their details confidential. Finally 50 high and 50 low performing managers were included in the study.

Fig.1. Participants of the Study

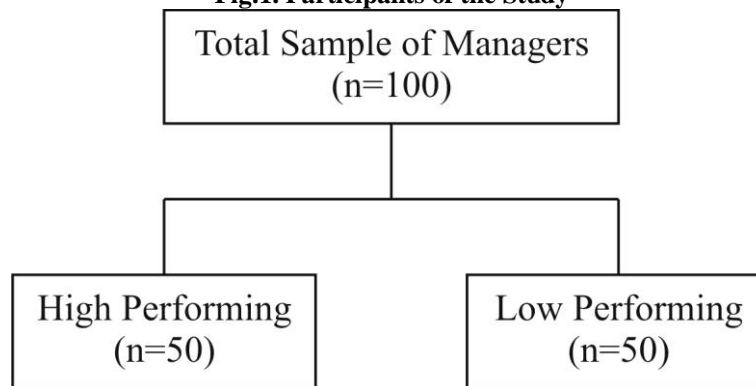
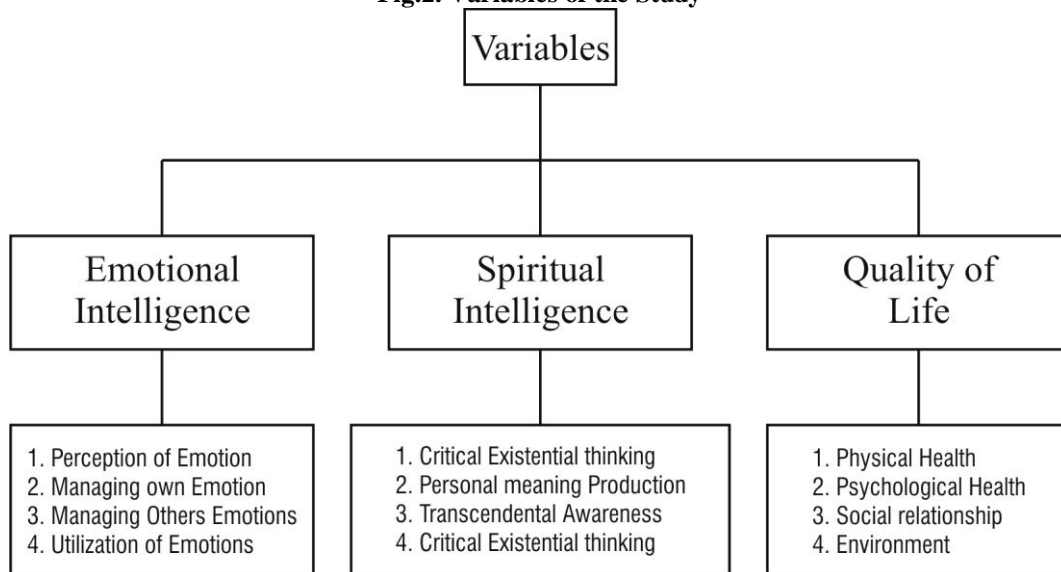


Fig.2. Variables of the Study



Tool Used

The following standardized tools were applied in the present study has established psychometric properties.

- Assessing Emotional Scale by Schutte, John, Maloof, and Bhullar, (2007).
- Spiritual Intelligence Self Report Inventory-SISRI-24 (King, 2008)
- World Health Organization Quality of Life – BREF (WHOQOL-BREF, 1996).

II. Result and Discussion

Step wise regression analysis has been performed to see the synergetic influence of the overall emotional intelligence, the overall spiritual intelligence on the overall quality of life among high and low performing managers. Independent variables have been arranged in the order of magnitude of their correlation with the dependent variable and stepwise regression is performed.

Among the predictors of quality of life in high and low performing managers the regression coefficient for overall spiritual intelligence and overall emotional intelligence, came out significant at .01 levels.

The variance in quality of life to be explained by sub-factors of spiritual intelligence and sub-factor of emotional intelligence have been taken care of by spiritual intelligence and overall emotional intelligence which have been entered respectively in the step-wise regression. Moreover, the inter-correlation of overall spiritual intelligence and overall emotional intelligence with their sub-factors are quite high. Therefore, overall spiritual intelligence and overall emotional intelligence have taken care of the variance to be explained the sub-factors of spiritual intelligence, critical existential thinking, personal meaning production, transcendental awareness and conscious state expansion and sub-factors of overall emotional intelligence and perception of emotion, managing own emotions, managing other emotions and utilization of emotion.

Table 1
Regression of Emotion Intelligence and Spiritual Intelligence
in terms of their influence on the Quality of Life among
High and Low Performing Managers

Variables	Order of Entry	Value of r	Beta Weight	't'	R ²	Adjusted R ²	F Ratio
Spiritual intelligence	1	.65	.50	6.4	.421	.44	71.68**
Emotional Intelligence	2	.57	.33	4.1	.511	.08	50.61**

** 0.01 level of Significance.

Spiritual intelligence and emotional intelligence explain 44% and 8% of the variance in quality of life respectively. It indicates the significant role spiritual intelligence and emotional intelligence play with the quality of life among high and low-performing managers. Beta weight too indicates the spiritual intelligence and emotional intelligence.50 and .33 have relatively more important than sub-factors of spiritual intelligence, critical existential thinking, personal meaning production, transcendental awareness and conscious state expansion and sub-factors overall emotional intelligence, perception of emotion, managing other emotions and utilization of emotion.

That is, high performing managers have a better perception about their position in life in the context of the culture and value systems in which they live, and concerning their goals, expectations, standards, and concerns are higher as compared to low performing managers. Besides keeping better psychological health reflecting more positive feelings, higher self-esteem, higher ability to think, learn, concentrate and make decisions as compared to low performing managers and are significantly higher on a social relationship and keeping the better environment, hence feel and more, practical assistance and support from the family and friends which impact their lives more positively as compared to low performing managers (See Table 2).

Table 2.
" t-test"Values of Emotional Intelligence, Spiritual Intelligence and Quality of Life among High and Low Performing Managers

Variables		High Performing Managers		Low Performing managers		't' value
Main Variable	Sub Variable	Mean	Standard Deviation	Mean	Standard Deviation	
Emotional Intelligence	Perception of Emotion	36.94	5.07	34.00	4.10	2.45*
	Managing Own Emotion	35.50	4.59	32.60	3.19	3.67**
	Managing Others Emotion	35.04	2.79	32.80	3.53	3.63**
	Utilization of Emotion	30.81	3.61	28.00	2.48	2.72*
	Total Emotional Intelligence	138.29	11.68	127.04	9.75	4.45**
Spiritual Intelligence	Critical Existential Thinking	17.88	2.88	16.20	2.71	3.00**
	Personal Meaning Production	16.06	2.85	14.94	2.56	2.07*
	Transcendental Awareness	20.20	4.13	17.62	2.40	3.82**
	Conscious State Expansion	14.34	2.11	11.62	2.59	2.52*
	Total Spiritual Intelligence	68.36	8.82	62.62	7.77	3.45**
Quality of Life	Physical Health	63.04	9.73	60.14	9.93	2.54*
	Psychological	69.14	8.81	58.96	10.63	5.04**
	Social Relationship	94.86	8.82	86.50	12.67	3.72**
	Environment	67.56	8.48	58.94	13.03	4.01**
	Total Quality of life	294.60	26.61	266.54	34.42	4.36**

The finding of the present study do finds support directly and indirectly from the earlier studies done in this area. Researchers have reported a positive correlation between overall emotional intelligence and physical health (Schutte, Malouff, Thorsteinsson, Bhullar, and Rooke, 2007; Austin, Saklofske, and Egan, 2005; and Tsousis and Nikolou, 2005). Trinidad and Johnson (2002) reported a negative correlation between higher emotional intelligence and the use of tobacco and alcohol.

Spiritual wellbeing has been associated with a more active cognitive coping style and lower psychological distress in cancer patients (Ben-Arye, Steinmetz, and Ezzo, 2007; and Brady, Peterman, Fitchett, and Cella, 1999). Spiritual-based coping strategies have been related to a higher quality of life in a person

suffering from spinal cord injuries (Matheis, et. al., 2006) and high blood pressure (Simony, Martone and Kerwin, 2002). The effect of psychological health on the performance of the worker has been also investigated by researchers. Kessler and Frank (1997) reported that psychiatric disorders adversely impacted the performance of the employees. Jamal (2011) reported a negative relationship between job stress and supervisory rating of performance among managers and blue-collar workers. David, Thomas, Hong, Leueen, and Debra (2006) assessed the relationship between depression severity and job performance among employed primary care patients and reported that multiple dimensions of job performance were impaired by depression. Bender and Farvolden (2004) have found that depressive disorders are highly prevalent in the workplace and have an enormously negative impact on performance, productivity, absenteeism, and disability costs.

Further, researchers have linked spiritual intelligence with good interpersonal and social relationships. Wigglesworth (2002) argued that spiritual intelligence in its real sense might be one of the most important contributing factors in enhancing the quality of social relationships of a person. King (2008) has opined that people with higher spiritual intelligence can perceive the non-material aspects of self, other and physical things around them, i.e. transcendental awareness. It can be argued that and will help a person to overcome discrimination and biases based on the narrow boundaries of race, caste, color, social & economic starts, and regionalism. Further, the feeling of interconnectedness with others reduces the negative feeling of anger, hostility, and jealousy towards others and thus becomes instrumental in reducing interpersonal conflicts. Spiritual intelligence enhances the capacity of a person to find meaning and purpose in every aspect of life, thus he will be able to find true meaning in all personal and professional relationships which will enrich the relationships. Thus, spiritual intelligence is positively related to the social relationship as it reduces the biases, discriminations, and conflicts in the social relationship by providing a feeling of interconnectedness, holistic perception, and better personal meaning hence positively related to social relationship.

Based on the above discussion, the result of the present study confirmed the significant difference between high and low performing managers on their emotional intelligence, spiritual intelligence, and quality of life, and the high performing managers have outperformed low performing managers on emotional intelligence, spiritual intelligence, and quality of life in terms of their subfactor in the present study.

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