Aims and Objectives

Every human being starts his life journey with some goals, which he thinks, will help him to meet requirements for living a quality life. It is only this quest for living a quality life that has motivated people to peruse highly demanding careers in modern organizations. Although these demanding careers provide an individual to meet his needs which are essential to live comfortable life, but it does assure quality of life in its true sense. Quality of life has been defined (WHO-BREF 1996) as individual's perception of their position in life in the context of the culture and value systems in which they live and in relation to their goals, expectations, standards and concerns. It is a broad ranging concept affected in a complex way by the person's physical health, psychological state, personal beliefs, social relationships and their relationship to salient features of their environment.

In today's world of cut-throat competition in personal and professional life achieving these aspects of quality of life have been becoming more and more challenging. Especially, managers working in big organizations on high pay packages, sometime realize that the highly demanding and stressful jobs are gradually deteriorating quality of their physical health, psychological health and social relationships. The worsening of person's physical and psychological health will not only deteriorate the quality of life of a person but will further result in lowering the performance work place. As lower performance is hardly tolerated in private organizations, so it may have some serious implication on a person's career. Thus a vicious circle starts in which lower quality of life adversely impacts person's performance level and which in turn worsens
person’s quality of life. So, it is evident that a person needs to take care of the aspects of quality of life and performance simultaneously. This notion has lead the researcher in the field of Psychology to find out the factors that enhance the quality of life of person along with his performance at the work place.

Intelligence had widely been accepted as an important factor contributing to these aspects of person’s performance and quality of life. Over the last few decades, theories of multiple intelligences have broadened the concept of intelligence beyond Intelligence quotient to include emotional, creative, practical, social, existential and spiritual intelligences (Strizenec, 2004; Halama and Goleman, 2001; Bar-On, 2000; Gardner, 2000; Emmons, 1999; Sternberg, 1997a, 1997b; and Salovey and Mayer, 1993). Among all these, emotional intelligence and spiritual intelligence has attracted the attention of among researchers, industrialists and common masses due to its claimed influence in almost every sphere of life. Mayer and Salovey (1997) defined emotional intelligence as the ability to perceive emotion, integrate emotion to facilitate thought, understand emotions, and to regulate emotions to promote personal growth. They have given ability based model of emotional intelligence which comprises of four abilities: perception, assimilation, understanding, and management of emotions. Matthews, Roberts, and Zeidner (2002) opines that those people who are self-aware and sensitive to others manage their affairs with wisdom and grace, even in adverse circumstances. On the other hand, those who are “emotionally illiterate” blunder their way through life marked by misunderstandings, frustrations, and failed relationships. A scientific understanding of these aspects of emotional intelligences may allow us to train our emotional skills in an appropriate direction so that we one can live more fulfilling and productive life.
Loannis and Nikolaou (2005) investigated the relationship of emotional intelligence, physical and psychological health and found that emotional intelligence was negatively associated with poor physical and psychological health. Slaski and Cartwright (2002) conducted a study on retail executives and reported that managers who scored higher in emotional quotient (EQ) suffered less subjective stress, experienced better health and well-being, and demonstrated better management performance. In another study of managers Slaski and Cartwright (2003) revealed that training in emotional intelligence resulted in improved health and well-being. Lopes and Brackett (2004) reported that higher scores on the managing emotions were positively related to the quality of interactions with friends.

Low and Nelson (2005) have emphasized that improving emotional intelligence is a key factor in achievement, personal health and career performance. Steve (2004) has founded evidence of correlation in key areas of profit performance and emotional intelligence pattern of the general manager. Sala (2002) described a relationship between the number of promotions reported by managers and self-rated emotional intelligence scores. It is clear from above cited research that emotional intelligence has been positively linked with better physical health, psychological health and relationship quality among managers. All these are component of quality of life construct, so it can be assumed that emotional intelligence might have a positive impact on quality of life, though the research is lacking in investigating the relationship of emotional intelligence with quality of life and productivity of managers at workplace.

Although many studies have reported positive relationship of emotional intelligence with the performance level of managers, some researcher is of the view that emotional intelligence can contribute
enhancing the performance up to a level (Meehan 2002; Wilbur, 2006; and Amram, 2007). It is argued that People with higher emotional intelligence are capable of being aware of others emotions and they have the ability to influence them. This ability can be used either to motivate people for good performance or it can also be used to manipulate people’s feelings and emotions on the behalf of the organization.

It can be argued that if a person uses his emotional intelligence negatively to manipulate others around him, it will definitely put him under conflict within himself in the course of his life and that would further have its adverse impact on his social relationship and on his credibility, which in turn will adversely affect his physical and psychological health, resulting in poor quality of life. So it is clear that having higher emotional intelligence in itself is not a sufficient condition for having better quality of life, but in fact it is the use of emotional intelligence (positive or negative) in an appropriate direction which ultimately determines one’s quality of life which in turn improves and sustain higher performance.

The above discussion point out that emotional intelligence itself cannot be an answer in itself, but its use in appropriate direction would truly determine its impact in the gamut of life. Now the question arises, what is beyond emotional intelligence which determines its appropriate direction? The answer seems to lie in person’s quest for meaning and purpose in life. Finding meaning and purpose in life are the construct that have been associated with concept of spiritual intelligence by many researchers (King, 2008; Amram, 2007; Emmons, 2001; and Zohar and Marshall, 2000).

Spiritual intelligence has been defined as the human capacity to ask ultimate questions about the meaning of life (Wolman 2001); a framework for identifying and organizing skills and abilities needed for the adaptive
use of spirituality (Emmons, 1999) and the ability to apply, manifest, and embody spiritual resources, values, and qualities to enhance daily functioning and well-being (Amram, 2007). King (2008) has defined spiritual intelligence as a set of mental capacities which contribute to the awareness, integration, and adaptive application of the non-material and transcendent aspects of one’s existence, leading to such outcomes as deep existential reflection, enhancement of meaning, recognition of a transcendent self, and mastery of spiritual states.

Spiritual intelligence has been found positively related to different aspects of quality of life by researchers. Brady, Peterman, Fitchett, and Cella, (1999) found that spiritual well-being was significantly related to quality of life in cancer patients to the same degree as physical well-being. Spiritual well-being and spiritual-based coping strategies have been associated with higher quality of life in individuals suffering from spinal cord injuries (Nissim, 2003); HIV/AIDS (Simoni, Martone, and Kerwin, 2002) and high blood pressure (Tartaro, Luecken, and Gunn, 2005). In many of these studies, spiritual-based coping demonstrated a more significant relationship with quality of life when compared to other coping strategies (Matheis et al., 2006). Vaughan (2002) stated that spiritual intelligence exists as a potential in all people and can be cultivated by a variety of practices or training. She also emphasized that the relationship between spiritual intelligence and adaptation to stressful situations. Noble (2001) has noticed the importance of a high level of spiritual intelligence for one’s psychological health.

There is an increasing interest in the integration and application of spirituality to organizational performance (Jurkiewicz and Giacalone, 2004; Dent, Higgins, and Wharff, 2005). In another study Jurkiewicz and Giacalone (2004) suggested a positive link between workplace spirituality
and performance, moderated through greater employee motivation, commitment, and adaptability and flexibility towards organizational change. Neck and Milliman (1994), have argued that spirituality in the workplace can bind employees to the company and enhance job performance. They stressed that spirituality in organizations can lead employees to experience consciousness at a deeper level, which in turn can develop their intuitive abilities. Such intuition can enable employees to develop a more purposeful organizational vision that can increase innovation. Further, organizations that offer spiritually-oriented goals provide opportunities to experience higher sense of service and greater personal growth. These in turn lead to better teamwork, higher organizational commitment, and ultimately result in higher performance.

It has been argued by researcher that only emphasizing on the development of emotional intelligence without laying emphasis on the development of spiritual potential of the employee will not result in the desired outcome at the workplace. Application of spirituality and spiritual principles will result in improved employee tenure, increased employee motivation and enthusiasm, and greater work productivity (Aburdene, 2005) and also the promotion of an employee’s responsibility in molding a personally meaningful career (Seligman, 2002). Milliman, Czaplewski, and Ferguson (2003), opined that emotional intelligence is a useful precursor for providing employees with the inner capacity to better identify, interpret and pursue the more complex aspect of spiritual experience. The development of emotional and spiritual potential in life can result in improving the person’s quality of life by enriching person’s social relationships, physical health and psychological health.
3.1 Rationale for the Present study

The fast changing work environment has increased the role and responsibility of the managers. With advancement in communication means a manager needs to be available round the clock to meet the organization demands. Ever changing technology, pressure of deadlines and targets, highly demanding bosses and customers and lack of time for family and social responsibilities, are some of the most common problems being faced by managers. In the backdrop of such a scenario, a manager finds it increasing challenging to maintain higher level performance along with maintaining good interpersonal relationship, physical health and psychological health i.e. quality of life. So there is increased need to investigate the common factors that help the managers to improve their quality of life and performance simultaneously.

The ability to manage own and other emotions and ability to effectively utilize them, called emotional intelligence can be one of the factors that enhances quality of life of a person. Emotions like happiness, sadness, anxiety, anger can have affect on person's physical and psychological health and social relationship. So it can be assumed that emotional intelligence might play a role in quality of life of a person. Moreover 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 others 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 life of a person and his performance at workplace. Although there have been studies linking emotional intelligence and performance but there are very few studies revealing the nature of influence of emotional intelligence on quality of life of managers. The impact of 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 job market may sometime 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 organization. In such a situation, if a person is emotionally intelligent he will be able to establish 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 is able to derive meaning and purpose out of his job. This need of 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 social relationship. So the role of spiritual intelligence in simultaneously enhancing person’s quality of life and performance among high and low performing managers needs to be investigated empirically in 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 person who is spiritual 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 be helpful in dealing with emotional issues by assisting in analyzing the emotional issues in a broader perspective. This can help the person to regulate his emotions in 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 person’s quality of life needs to be empirically investigated.
Thus the above cited studies suggest that relationship of emotional intelligence with physical health, psychological health and social relationship has been investigated in different studies, but research evidences linking emotional intelligence directly with quality of life are lacking. Likewise, the impact of spiritual intelligence on quality of life of person has also not been investigated. Moreover, studies are lacking in area of analyzing synergetic influence of emotional intelligence and spiritual intelligence on the quality of life and performance level of the managers. It is clear that large research gaps exist in studies relating emotional intelligence, spiritual intelligence and quality of life among 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.

3.2 Objectives of the Study

On the basis of above discussion and in the light of review of related literature the following objectives have been framed:

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

2. To explore the differences between high and low performing managers on the variables viz. emotional intelligence, spiritual intelligence and quality of life.

3. To study the direction and magnitude of relationship of emotional intelligence, spiritual intelligence and quality of life among high and low performing managers.