CHAPTER-IV
Methodology

The present study was designed to explore the relationship of emotional intelligence and spiritual intelligence as related to quality of life among high and low performing managers. The present chapter will discuss the methodology for the study.

4.1 Design

The aim of present study was to examine the relationship of emotional intelligence, spiritual intelligence and quality of life among high and low performing managers. The design of the study was exploratory and correlational in nature. (See Figure: 4.1 and 4.2)

4.2 Participants

For the present study participants were managers working in commercial organizations in industrial area, Mohali, Punjab. Commercial organizations were defined as those who were not from education, health and public service sector. The participants were selected from the organizations whose management was known to the researcher and ready to share the performance rating of the participants with the assurance of keeping their details confidential. Managers were defined as those who have at least two layers of subordination working under them. The participation in study was voluntary. The sample was collected on the basis of 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).
Total Sample of Managers (n=100)

High Performing (n=50)

Low Performing (n=50)

Figure 4.1: Sample of the Study

Variables

Emotional Intelligence
1. Perception of Emotion
2. Managing own Emotion
3. Managing Others Emotions
4. Utilization of Emotions

Spiritual Intelligence
1. Critical Existential thinking
2. Personal meaning Production
3. Transcendental Awareness
4. Critical Existential thinking

Quality of Life
1. Physical Health
2. Psychological Health
3. Social relationship
4. Environment

Figure 4.2: Variables in Present Study

4.3 Tools Used

Following tools were used to assess the emotional intelligence, spiritual intelligence and quality of life of the participants in study:

(a) Assessing Emotion Scale (Schutte, John, Maloof and Bhullar 2007)

To assess the emotional intelligence of the participants, a self report measure of emotional intelligence, Assessing Emotional Scale by Nicola Schutte, John, Maloof and Bhullar, (2007) was used. This scale has been termed as Emotional Intelligence Scale Test or The Schutte emotional Intelligence in earlier literature. This scale is based upon the Salovey and
Mayer’s (1990) model of emotional intelligence, which consist of four components, i) appraisal of emotion of self and others, ii), expression of emotions ,iii) regulation of emotions in self and others being third and vi) utilization of emotions in solving problems. The assessing Emotions Scale emphasizes to measure the trait emotional intelligence. It is a trait approach of assessing emotional intelligence. Trait approach to emotional intelligence has got support from theorist and researchers (Neumbauer & freudenthaler, 2005; Petrids & Furnham, 2001). The Assessing Emotion Scale has already been used cross culturally to measure the level of emotional intelligence of the participants i.e. Australian (Ciarochi et al. 2001), Canadian (Charbonneau and Nicol 2002), Malaysian( Liau, Liau, Teoh, and Liau 2003) and Indian (Thingujam & Ram, 2000).

This Scale consist of 33 items on five point scale inventory, namely 1) strongly disagree, 2) Somewhat Disagree, 3) Neither agree nor disagree, 4) Somewhat agree, 5) Strongly Agree. The factor analytic studies suggested a four factor solution of 33 items. The four factors of the scales are represented by the following items:

Perception of Emotion: Items No. 5,9,18,19,22,25,29,32,33
Managing own Emotions: Item No. 2,3,10,12,14,21,23,28,31
Managing Others Emotion: Item No. 1, 4, 11, 13, 16, 24, 26, 30
Utilization of Emotions: Item No. 6, 7, 8, 17, 20, 27

The internal consistency of Assessing the Emotion Scale as measured by Cronback’s Alpha, is .90 as reported by Scheutte et al. (1998) in the developmental sample of 346 participants. Several other studies have also reported the internal consistency measured through Cronback’s Alpha for diverse sample. The mean alpha across sample was .87. Schutee et al (1998) reported a two week test Retest reliability of .78 for final scale score. Validity of the scale has been tested by Schutte et al. (1998) who
found that score on assessing the emotions scale were substantially related to greater attention to emotions, greater clarity of emotions and less alexithymia. On being compared with other measures of emotional intelligence EQ-I relationship was substantial $r = .43$.

**Scoring**

The score on each item can range from 1 to 5. There are three reverse scored items in the scale namely item number 5, 28, 33. After reverse scoring these items, score of each item on particular factor is added to get the score on that factor. To get the total emotional intelligence score is calculated by, adding all the four factors score. Total score ranges from 33 to 165, higher score indicating more emotional intelligence.

**(b) Spiritual Intelligence Self Report Inventory-SISRI-24 (King, 2008)**

To assess the spiritual intelligence of the participants Spiritual Intelligence Self Report Inventory (SISRI-24), a 24 items self report measure was used. This measure is based upon the model of spiritual intelligence given by King (2008). There are four dimensions of spiritual intelligence as per this model which are as following:

1. Critical Existential Thinking: Item no. 1, 3, 5, 9, 13, 17 and 21
2. Personal Meaning Production: Item No. 7,11,15,19 and 23
3. Transcendental Awareness: Item No. 2, 6, 10, 14, 18, 20 and 22
4. Conscious State Extension: Item No.4, 8, 12, 16 and 24

Total score of spiritual intelligence is obtained by summing up the score of all items. Higher score means higher spiritual intelligence. The Cronback’s alpha for SISRI-24 is .92, which represents a more appropriate level on internal consistency. The average inter item correlation is .34 for the scale and split half reliability is .91, which shows that SISRI-24 has excellent psychometric properties. The test-retest reliability of SISRI-24
when separated by a time of four month is .89 (P >.001). A confirmatory factor analysis of SISRI -24 revealed significant parameter estimates for all 24 items with a discrepancy function of 1.53. To evaluate the validity of the scale David King (2008) administered The Spiritual Intelligence Self-Report Inventory (SISR-24), The Meaning in Life Questionnaire (MLQ; Steger, Frazier, Oishi, & Kaler, 2006), The Metapersonal Self Scale (MPS; DeCicco & Stroink, 2007), The Mysticism Scale – Research Form D (MSD; Hood, 1975) , The Age Universal Intrinsic-Extrinsic Religiosity Scale (AUIE; Gorsuch & Venable, 1983), The Balanced Inventory of Desirable Responding (BIDR; Paulhus, 1984) to 305 participants.

Total spiritual intelligence score on SISRI-24 correlated at r = .39 to .49 with meaning of life questionnaire components. High correlation = .63 was found between total spiritual intelligence score and Metpersonal Self Scale. Total mystical experiences, including also correlated positively and significantly with SI and all SISRI-24 subscales. The Age Universal Intrinsic-Extrinsic Religiosity Scale the total spiritual intelligence Score correlated .48 with intrinsic religiosity and .21 with extrinsic religiosity. Positive correlations was found between self deception and impression management subscales of the BIDR with SI, r = .16 (p < .05) and r = .15 (p < .05), respectively.

(c) World Health Organization Quality of Life – BREF (WHOQOL-BREF, 1996)

To measure the quality of life of managers the World Health Organization Quality of Life – BREF (WHOQOL-BREF), was used. This is a self report measure of quality of life and is an abbreviated version of WHOQOL -100 by WHO QOL team. This measure along with being easier to administer also save time has got very high correlation between domain scores based on the WHOQOL-100. The correlation ranged from .89 to .95. The
WHOQOL-BREF has total 26 items. 24 items represents the 24 facets contained in the WHOQOL-100 and two items inquire about the overall quality of life and general health of the participants. There are four domains of quality of life as per the WHOQOL-BREF which are as following:

1. Physical Health: Item No. 3, 4, 10, 15, 16, 17, 18
2. Psychological: Item No. 5, 6, 7, 11, 19, and 26
3. Social relationship: Item No. 21, 22, 23
4. Environment: Item No. 8, 9, 12, 13, 14, 23, 24 and 25

Higher score on these factors means higher quality of life. Cronback’s Alpha values for each of the four domains ranged from .66 and .84 demonstrating good internal consistency. Internal consistency of physical health domain .84, for psychological domain it was .77 and for social relationship it was .66 and for environment it was .80.

**Scoring**

Domain score of the WHOQOL-BREF are calculated by taking the mean of all items included in each domain and multiplying the factor by 4. These scores are then transferred to a 0 – 100 scale as per the WHOQOL-BREF scoring manual.

**4.4 Procedure**

This was convenience sampling as participant being recruited from organizations, whose management was known to the researcher and were ready to share the performance rating of their managers. The human resource managers were requested to arrange interaction session with the managers working in their organization. In this session the participants were given a brief overview of the concepts of emotional intelligence spiritual intelligence and quality of life.
After the interaction session participants were requested to forward their nomination to the human resource department for participating in the study. After getting the list of participants who were ready to volunteer in the research they were contacted individually by the investigator and were assured that the information given by them would be kept confidential. The standard instruction with reference to each scale was followed by each participant while responding to test items. The classification of the participants in high performing and low performing categories, was done by the human resource managers, based on performance appraisal system of the respective organization.

4.5 Statistical Analysis

After collecting all the questioners, scoring was done as per the instruction given in the scoring manuals of each variable of emotional intelligence, spiritual intelligence and quality of life and following statistical test were applied to the data obtained.

1. Pearson Product Moment Coefficient was carried out to determine the nature and magnitude of relationship of emotional intelligence, spiritual intelligence, and quality of life among high and low performing managers.

2. To determine differences between high and low performing managers viz. emotional intelligence, spiritual intelligence and quality of life, ‘t’ test was performed.

3. Multiple Regression analysis was performed to determine any causal relationship between the emotional intelligence, spiritual intelligence and quality of life among high and low performing managers.