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 mangers. The present chapter will highlight the results of the study.

The present study was designed to explore the relationship among emotional intelligence, spiritual intelligence and quality of life among high and low performing managers. To find the relationship of emotional intelligence, spiritual intelligence and quality of life among high and low performing managers correlation analysis was done and it was followed by ‘t’ test, to see the difference between high and low performing on these variables. Further regressions analysis was computed to find the synergetic influence of emotional intelligence and spiritual intelligence on the quality of life of managers.

5.1 CORRELATIONS ANALYSIS

(a) Emotional Intelligence and Quality of Life

(i) Correlation of Emotional Intelligence and Quality of Life among High and Low Performing Mangers in Total Sample (n=100)

The Table 5.1 showed the correlation results of both high and low performing mangers in total sample. The results indicate that overall emotional intelligence (r=.50, p<.01) and its sub-factors i.e., perception of emotion(r=.25, p<.05) managing own emotion(r=.58, p<.01), managing others emotion (r=.40,p<.01)and utilization of emotion (r=.31,p<.01) are positively and significantly correlated with overall quality of life among high and low performing mangers in total sample.
Further, the results with regard to the sub-factors of quality of life have showed that, the overall emotional intelligence ($r= .30, p<.01$) and its sub-factors i.e., managing own emotion ($r=.41, p<.01$) and managing others emotion ($r=.21, p<.05$), are positively and significantly correlated to the sub-factor of quality of life i.e., physical health. However no correlation was found with the factors, perception of emotion ($r=14$) and utilization of emotion ($r=.18$). The correlation as far as with the psychological health is concerned, it is significant and positive with the scores of overall emotional intelligence ($r=.49, p<.01$) and its sub-factors i.e., perception of emotion ($r=.27, p<.01$) managing own emotion ($r=.52, p<.01$), managing others emotion ($r=.40, p<.01$) and utilization of emotion ($r=.26, p<.05$).

The result has also showed that, the overall emotional intelligence ($r=.47, p<.01$) and its sub-factors i.e., managing own emotion ($r=.51, p<.01$), managing others emotion ($r=.46, p<.01$) and utilization of emotion ($r=.32, p<.01$), are positively and significantly correlated to, social relationship, i.e. third sub-factors of quality of life. However no significant correlation was found between social relationship and perception of emotion ($r=.19$).

The overall emotional intelligence ($r=.27, p<.01$) and its sub-factors, managing own emotion ($r=.32, p<.01$), are positively and significantly correlated to, forth sub-factor of quality of life i.e., environment. However correlation of perception of emotion ($r=.16$), managing others emotion ($r=.13$) and utilization of emotion ($r=.17$) with the environment is not significant but the trend is positive.
(ii) Relationship of Emotional intelligence and Quality of Life among High Performing Managers (N= 50)

It is also evident from Table 5.2 that among high performing managers, overall emotional intelligence (r=.49, p<.01) and its sub-factors, perception of emotion (r=.21, p<.05) managing own emotion (r=.68, p<.01), managing others emotion (r=.35, p<.01) and utilization of emotion (r=.29, p<.01) are positively and significantly correlated to overall quality of life.

The correlation with regard to the sub factors of quality of life, the result has showed that, among high performing managers, overall emotional intelligence (r=.28, p<.05) and its sub-factor managing own emotions (r=.53, p<.01) are positively and significantly correlated with the physical health, i.e., sub-factor of quality of life. But the correlation results of physical health are not significant with perception of emotion (r=.04), managing others emotion (r=.21) and utilization of emotion (r=.15).

Where as the correlation of Psychological health with overall emotional intelligence (r=.44, p<.01) and its sub-factors, managing own emotion (r=.53, p<.01), managing others emotion (r=.36, p<.01) and utilization of emotion (r=.29, p<.01) are concerned, it is positive and significant except perception of emotion (r=.17).

The overall emotional intelligence (r=.56, p<.05) and its sub-factors, perception of emotion (r=.29, p<.05) and managing own emotion (r=.60, p<.01), managing others emotion (r=.47, p<.01) and utilization of emotion (r=.45, p<.01) are positively and significantly correlated to another sub-factors of quality of life i.e., social relationship among high performing managers,
The result also showed that, overall emotional intelligence ($r=.12, P<.05$) managing own emotion ($=.33, p<.05$) are also positively and significantly correlated with sub-factors of quality of life i.e., environment. But the correlations of environment are not significant with perception of emotion($r=.12$) managing others emotion ($r=.14$) and utilization of emotion ($r=.16$) in this group.

(iii) Relationship of Emotional intelligence and Quality of Life among low Performing Mangers (N= 50)

The Table 5.3 showed that, overall emotional intelligence ($r=.39, p<.01$) and its sub-factors, perception of emotion($r=.16,p<05$), managing own emotion($r=.37,p<.01$), managing others emotion ($r=.36,p<.05$) and utilization of emotion ($r=.27, p<.05$) are positively and significantly correlated with overall quality of life among low performing managers.

Where as the correlations of sub-factor of quality of life have shown that, overall emotional intelligence ($r=.37, p<.01$) and its sub-factor, managing own emotion($r=.29, p<.05$) are positively and significantly correlated with physical health, sub-factor of quality of life. But the correlations of this factor are not significant with perception of emotion($r=.23$), managing others emotion ($r=.19$) and utilization of emotion ($r=.23$). The overall emotional intelligence ($r=.36, p<.05$) and its sub-factors managing own emotion($r=.35, p<.05$) managing others emotion ($r=.37, p<01$) are positively and significantly correlated with the sub-factor of quality of life i.e., psychological health. But the correlations of psychological health are not significant with perception of emotion($r=.23$) and utilization of emotion ($r=.14$) in this group.

The correlations of the sub factor i.e., social relationship, with overall emotional intelligence ($r=.29, p<.05$) and its sub-factors, managing
own emotion \( r = .33, p < .05 \), managing others emotion \( r = .40, p < .01 \) are positively and significantly correlated. But it is not significant with perception of emotion \( r = .11 \) and utilization of emotion \( r = .14 \).

The result further showed, that utilization of emotion \( r = .30, p < .05 \) is positively and significantly correlated to environment, the forth sub-factor of quality of life. However the correlations of environment are not significant with overall emotional intelligence \( r = .20 \) and its sub-factors, perception of emotion \( r = .06 \) managing own emotion \( r = .15 \) and managing others emotion \( r = .12 \) among low performing managers.

(B) Spiritual intelligence and Quality life

(i) Relationship of Spiritual intelligence and Quality of Life among High and Low Performing Managers in Total Sample (N= 100)

Table 5.1 reveals that overall spiritual intelligence \( r = .58, p < .01 \) and its sub-factors i.e., critical existential thinking \( r = .50, p < .01 \), personal meaning production \( r = .50, p < .01 \), transcendental awareness \( r = .45, p < .01 \), and conscious state expansion \( r = .47, p < .01 \) are positively and significantly related to overall quality of life among high performing managers.

Whereas the correlations with regard to the sub factors of quality of life is concerned the results have showed that, overall spiritual intelligence \( r = .40, p < .01 \) and its sub-factors, critical existential thinking \( r = .33, p < .01 \), personal meaning production \( r = .30, p < .01 \), transcendental awareness \( r = .31, p < .01 \) and conscious state expansion \( r = .32, p < .01 \) are positively and significantly correlated with the sub factors of quality of life i.e., physical health.

The correlations of overall spiritual intelligence \( r = .48, p < .01 \) and its sub-factors, critical existential thinking \( r = .46, p < .01 \), personal meaning
production (.38, p<.01), transcendental awareness (r=.38, p<.01) and conscious state expansion (r=.29, p<.01) are also positively and significantly correlated with the psychological health, the sub-factor of quality of life.

The correlations with regard to the sub-factor of quality of life i.e., social relationship is concerned, the overall spiritual intelligence (r=.52, p<.01) and its sub-factors, critical existential thinking (r=.45, p<.01), personal meaning production (r=.46, p<.01), transcendental awareness (r=.41, p<.01) and conscious state expansion (r=.30, p<.01) are also positively and significantly correlated with social relationships.

The results have also showed the significant and positive correlations of the environment, the fourth sub factors of quality of life with overall spiritual intelligence (r=.38, p<.01) and its sub-factors, critical existential thinking (r=.30, p<.01), personal meaning production (r=.23, p<.01), transcendental awareness (r=.34, p<.01) and conscious state expansion (r=.29, p<.01).

(ii) Relationship of Emotional intelligence and Quality of Life among High Performing Managers (N= 50)

It is evident from Table 5.2 among high performing managers overall spiritual intelligence (r=.59, p<.01) and its sub-factors critical existential thinking (r=.52, p<.01), personal meaning production (r=.36, p<.01), transcendental awareness (r=.50, p<.01), and conscious state expansion (r=.38, p<.01) are positively and significantly correlated with overall quality of life.

The correlations regarding the sub factors of quality of life has showed that, overall spiritual intelligence (r=.46, p<.01) and its sub-factors, critical existential thinking (r=.32, p<.05) transcendental awareness
and conscious state expansion (r=.41, p<.01) are positively and significantly correlated with the physical health among high performing managers except personal meaning production (r=.26).

Where as with psychological health, the overall spiritual intelligence (r=.46, p<.01) and its sub-factors, critical existential thinking (r=.52, p<.01), personal meaning production (r=.41, p<.01) and conscious state expansion (r=.28, p<.05) are positively and significantly correlated among high performing managers. But the correlations are not significant with transcendental awareness (r=.26) and psychological health.

The overall spiritual intelligence (r=.54, p<.01) and its sub-factors, critical existential thinking (r=.46, p<.01), personal meaning production (r=.35, p<.01), transcendental awareness (r=.51, p<.01) are positively and significantly correlated with social relationships except conscious state expansion (r=.11).

It is evident from table 5.2 that, overall spiritual intelligence (r=.28, p<.05) and its sub-factors, transcendental awareness (r=.31, p<.05) are positively and significantly related to environment. But the correlations of environment are not significant with critical existential thinking (r=.26), personal meaning production (r=.06), and conscious state expansion (r=.21) among high performing managers.

(iii) Relationship of Emotional intelligence and Quality of Life among Low Performing Managers (n=50)

It is evident from table 5.3 that overall spiritual intelligence (r=.47, p<.01) and its sub-factors critical existential thinking (r=.38, p<.01), personal meaning production (r=.47, p<.01), transcendental awareness (r=.29 p<.05), and conscious state expansion (r
= .35 p < .01) are positively and significantly correlated with overall quality of life, among low performing managers.

The correlations with regard to the sub factors of quality of life has showed that, overall spiritual intelligence (r = .36, p < .05) and its sub-factors critical existential thinking (r = .34, p < .05) and personal meaning production (r = .11, p < .05) are positively and significantly correlated with physical health among low performing managers. But relationships are not significant with transcendental awareness (r = .14) and conscious state expansion (r = .22) among low performing mangers.

The overall spiritual intelligence (r = .33, p < .05) and its sub-factor, transcendental awareness (r = .28, p < .05) with psychological health among low performing mangers. However, among low performing mangers there is no significant correlation of critical existential thinking (r = .27), personal meaning production (r = .26) and conscious state expansion (r = .22) with psychological health.

The correlations with regard to the sub factor, social relationship has showed that overall spiritual intelligence (r = .40, p < .01) and its sub-factors, critical existential thinking (r = .34, p < .05), personal meaning production (.50, p < .01), conscious state expansion (r = .29, p < .01) are positively and significantly correlated to social relationship except transcendental awareness (r = .18) among low performing mangers.

The overall spiritual intelligence (r = .32, p < .05) and conscious state expansion (r = .28, p < .05) are positively and significantly related with environment, among low performing managers. However the relationship is not significant with critical existential thinking (r = .19), personal meaning production (r = .26) and transcendental awareness (r = .21).
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<tr>
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*0.05 level of significance

**0.01 level of significance
Table 5.2: Correlation of Emotional intelligence, Spiritual intelligence and Quality of life among High Performing Managers. (n=50)

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Table 5.3: Correlation of Emotional intelligence, Spiritual intelligence and Quality of life among Low Performing Managers (n=50).

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*0.05 level of significance
**0.01 level of significance
(C) Spiritual intelligence and Emotional Intelligence

(i) Relationship of Spiritual Intelligence and Emotional intelligence among High and Low Performing Managers in Total Sample (n=100)

Table 5.1 further reveals that in total sample of high and low performing managers over all spiritual intelligence is positively and significantly correlated to overall emotional intelligence ($r=.44$, $p<.01$) and its sub-factors perception of emotion ($r=.18$, $p<.05$), managing own emotion ($r=.52$, $p<.01$), managing others emotion ($r=.35$, $p<.01$) and utilization of emotion ($r=.35$, $p<.01$).

Further critical existential thinking, sub-factor of spiritual intelligence, is positively and significantly correlated to overall emotional intelligence ($r=.47$, $p<.01$) and its sub-factors perception of emotion ($r=.27$, $p<.01$), managing own emotion ($r=.43$, $p<.01$), managing others emotion ($r=.35$, $p<.01$) and utilization of emotion ($r=.41$, $p<.01$).

Table 5.1 demonstrates that, second sub-factor of spiritual intelligence, personal meaning production, is positively and significantly correlated to overall emotional intelligence ($r=.41$, $p<.01$) and its sub-factors managing own emotion ($r=.40$, $p<.01$), managing others emotion ($r=.41$, $p<.01$) and utilization of emotion ($r=.38$, $p<.01$) except perception of emotion ($r=.13$).

Transcendental awareness, the third sub-factor of spiritual intelligence is positively and significantly correlated to overall emotional intelligence ($r=.32$, $p<.01$) and its sub-factors, managing own emotion ($r=.45$, $p<.01$), managing others emotion ($r=.22$, $p<.05$) except perception of emotion ($r=.16$) and utilization of emotion ($r=.18$).
Conscious state expansion, the fourth sub-factor of spiritual intelligence was positively and significantly correlated to overall emotional intelligence ($r = .33, p < .01$) and its sub-factor managing own emotion ($r = .20, p < .01$). However there is no significant correlation of conscious state expansion with perception of emotion ($r = .09$), managing others emotion ($r = .16$) and utilization of emotion ($r = .14$).

(ii) Relationship of Spiritual Intelligence and Emotional intelligence among High Performing Managers (n=50)

Table 5.2 reveals that among high performing managers, spiritual intelligence is positively and significantly correlated with overall emotional intelligence ($r = .41, p < .01$) and its sub-factors, perception of emotion ($r = .17, p < .05$) managing own emotion ($r = .53, p < .05$), managing others emotion ($r = .37, p < .01$) and utilization of emotion ($r = .38, p < .01$).

The correlation with regard to the sub-factors of spiritual intelligence is concerned the result has shown that overall emotional intelligence ($r = .45, p < .01$) and its sub-factors managing own emotion ($r = .38, p < .01$), managing others emotion ($r = .38, p < .01$) and utilization of emotion ($r = .44, p < .01$) are significant with Critical existential thinking, except with perception of emotion ($r = .27$) among high performing managers.

The overall emotional intelligence ($r = .42, p < .01$) and its sub-factors, managing own emotion ($r = .41, p < .01$), managing others emotion ($r = .47, p < .01$) and utilization of emotion ($r = .44, p < .01$) are positive and significant with the personal meaning production except perception of emotion ($r = .07$) in this group.

The transcendental awareness, the sub-factor of spiritual intelligence is positively and significantly correlated with overall emotional intelligence
(r=.21, p<.05) and managing own emotions (r=.43, p<.01). But the correlation of transcendental awareness is no significant with the sub-factors of overall emotional intelligence, perception of emotion (r=.03), managing others emotions (r=.18) and utilization (r=.11).

Conscious state expansion, the fourth sub-factor of spiritual intelligence was positively and significantly correlated with overall emotional intelligence (r=.19, p<.05) and managing own emotion (r=.37, p<.05). However correlation of this factor is not significant with perception of emotion (r=.10), utilization of emotion (r=.21) and managing others emotion (r=.11) among high performing managers.

(iii) Relationship of Spiritual Intelligence and Emotional intelligence among Low Performing Managers (n=50)

Table 5.3 shows overall spiritual intelligence is positively and significantly correlated with overall emotional intelligence (r=.33, p<.05) and its sub-factor managing own emotion (r=.35, p<.05). But the correlation of overall spiritual intelligence is not significant with perception of emotion (r=.15) managing others emotion (r=.26) and utilization of emotion (r=.22).

The critical existential thinking, sub-factor of spiritual intelligence, is positively and significantly correlated to overall emotional intelligence (r=.37, p<.01) and its sub-factor managing own emotion (r=.38, p<.01), managing others emotion (r=.29, p<.05) and utilization of emotion (r=.30, p<.05) except perception of emotion (r=.16).

The personal meaning production, is positively and significantly correlated with overall emotional intelligence (r=.31, p<.05) and its sub-factors managing others emotion (r=.32, p<.05). But, this factor is not significantly correlated with perception of emotion (r=.11), managing own...
emotion ($r = .28$), and utilization of emotion ($r = .24$) however the trend is positive.

Further, there is significant and positive correlation of transcendental awareness with overall emotional intelligence ($r = .28$, $p < .05$) among low performing managers. However correlation are positive but not significant with transcendental awareness with perception of emotions ($r = .23$), managing own emotions ($r = .23$), managing others emotion ($r = .19$) and utilization of emotion ($r = .18$) among low performing managers.

Table 5.3 has also revealed that among low performing managers, there is no significant correlation of conscious state expansion, with overall emotional intelligence and its sub-factors perception of emotion ($r = .04$), managing own emotion ($r = .24$), managing others emotion ($r = .11$) and utilization of emotion ($r = .01$) among low performing managers.

5.2 t-TEST ANALYSIS

(a) Emotional intelligence, Spiritual intelligence and Quality of Life among High and Low performing Managers

In order to study the difference among high and low performing managers on the scores of emotional intelligence and its sub-factor, i.e. perception of emotion, managing own emotion, managing others emotion and utilization of emotion; Spiritual intelligence and its sub-factors, i.e. critical existential thinking, personal meaning production, transcendental awareness, conscious meaning production and quality of life and its sub factors, i.e. physical domain, psychological health, social relationship and environment) t-test was performed and the result the same is given below.
(i) Emotional intelligence among high and low performing managers
(See Table 5.4)

The result showed the significant differences between high and low performing managers on their scores of overall emotional intelligence \((t = 3.45, p< .01)\) and as well on the scores of its sub-factors i.e., perception of emotion \((t=2.23, p<.01)\), managing own emotion \((t= 3.67, p<.01)\), managing other’s emotion \((t= 1.95, p<.01)\), utilization of emotion \((t=1.98,p<.05)\). The mean scores of high performing manages were higher than the scores of low performing managers on their scores of total emotional intelligence \((M=130.46/M=123.32)\), and on the scores of its sub-factors i.e., perception of emotion \((M =37.94/M=35.88)\), managing own emotion \((M=35.50/M=32.60)\), managing others emotion \((M=32.04/M=30.80)\), and utilization of emotion \((M=24.80 / M=23.76)\).

(ii) Spiritual Intelligence among High and Low performing managers

The significant differences have also emerged between high and low performing managers on their scores of overall spiritual intelligence \((t = 3.45, p< .01)\) and on their scores of its sub-factors i.e., critical existential thinking \((t = 3.00, p<.01)\), personal meaning production \((t= 2.07, p<.01)\), transcendental awareness \((t=3.82, p<.01)\), except conscious state expansion \((t= 1.52, p>.05)\). Here again the mean scores of high performing were on the higher side than the scores of the low performing managers on these variables i.e., overall spiritual intelligence \((M=68.36/M=66.62)\) and its sub-factors, critical existential thinking \((M=17.88/ M=16.20)\), personal meaning production \((M=16.06/M=14.94)\), transcendental awareness \((M=20.20/ M=17.62)\) and conscious state expansion \((M=14.34/13.62)\).
### Table 5.4: Emotional Intelligence, Spiritual Intelligence and Quality of Life among High and Low Performing Managers

<table>
<thead>
<tr>
<th>Variables</th>
<th>High Performing Managers</th>
<th>Low Performing managers</th>
<th>t' value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mean</td>
<td>Standard Deviation</td>
<td>Mean</td>
</tr>
<tr>
<td>Emotional Intelligence</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Perception of Emotion</td>
<td>37.94</td>
<td>5.07</td>
<td>35.88</td>
</tr>
<tr>
<td>Managing Own Emotion</td>
<td>35.50</td>
<td>4.59</td>
<td>32.60</td>
</tr>
<tr>
<td>Managing Others Emotion</td>
<td>32.04</td>
<td>2.79</td>
<td>30.80</td>
</tr>
<tr>
<td>Utilization of Emotion</td>
<td>24.80</td>
<td>3.61</td>
<td>23.76</td>
</tr>
<tr>
<td>Total Emotional Intelligence</td>
<td>130.46</td>
<td>11.68</td>
<td>123.04</td>
</tr>
<tr>
<td>Spiritual Intelligence</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Critical Existential Thinking</td>
<td>17.88</td>
<td>2.88</td>
<td>16.20</td>
</tr>
<tr>
<td>Personal Meaning Production</td>
<td>16.06</td>
<td>2.85</td>
<td>14.94</td>
</tr>
<tr>
<td>Transcendental Awareness</td>
<td>20.20</td>
<td>4.13</td>
<td>17.62</td>
</tr>
<tr>
<td>Conscious State Expansion</td>
<td>14.34</td>
<td>2.11</td>
<td>13.62</td>
</tr>
<tr>
<td>Total Spiritual Intelligence</td>
<td>68.36</td>
<td>8.82</td>
<td>62.62</td>
</tr>
<tr>
<td>Quality of Life</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Physical Health</td>
<td>63.04</td>
<td>9.73</td>
<td>62.14</td>
</tr>
<tr>
<td>Psychological</td>
<td>69.14</td>
<td>8.81</td>
<td>58.96</td>
</tr>
<tr>
<td>Social Relationship</td>
<td>94.86</td>
<td>8.82</td>
<td>86.50</td>
</tr>
<tr>
<td>Environment</td>
<td>67.56</td>
<td>8.48</td>
<td>58.94</td>
</tr>
<tr>
<td>Total Quality of life</td>
<td>294.60</td>
<td>26.61</td>
<td>266.54</td>
</tr>
</tbody>
</table>

* 0.05 level of significance  
** 0.01 level of significance

(iii) **Quality of life among High and Low Performing Managers**

The result also showed the significant differences between high and low performing managers on their scores of overall quality of life (t=4.56, p< .01) and its sub-factors, psychological health (t = 5.21, p<.01), social relationship (t=3.83, p<.01), environment (t = 3.92, p<.01). However no
significant difference was observed on its sub-factor i.e., physical health ($t = .46, p > .05$). The mean scores of high performing managers was also higher than the scores of low performing managers on these variables i.e., overall quality of life ($M=294.60/M=266.54$) and its sub-factors, physical health ($M=63.04/M=62.14$), psychological health ($M=69.14/M=58.96$), social relationship ($M=96.86/M=86.50$), Environment ($M=67.56/M=58.94$).

5.3 Regression Analysis

Lastly, step wise regression analysis has been performed in order to see the synergetic influence of emotional intelligence and its sub-factors, i.e. perception of emotion, managing own emotion, managing other emotions and utilization of emotion, and spiritual intelligence and its sub-factors, i.e. critical existential thinking, personnel meaning production, transcendental awareness and conscious state expansion) on the quality of life and its sub-factors i.e. physical health, psychological health, social relationship and environment to examine the predicting relationship of emotional intelligence and spiritual intelligence on quality of life among high and low performing managers. Independent variables has been arranged in the order of magnitude of their correlation with the dependent variable and stepwise regression is performed.

(i) Stepwise Regression analysis of Emotion Intelligence and Spiritual Intelligence Importance on the Quality of Life of High and Low Performing Managers

Among the predictors of quality of life in high and low performing managers the regression coefficient for overall spiritual intelligence and overall emotional intelligence, are significant at .01 levels.
It is obvious that 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 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 the variance to be explained the sub-factors of spiritual intelligence, critical existential thinking, personnel 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 5.5: Regression of Emotion Intelligence and Spiritual Intelligence in terms of their Importance on the Quality of Life among High and Low Performing Managers**

<table>
<thead>
<tr>
<th>Variables</th>
<th>Order of Entry</th>
<th>Value of r</th>
<th>Beta Weight</th>
<th>'t'</th>
<th>R²</th>
<th>Adjusted R²</th>
<th>F Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spiritual intelligence</td>
<td>1</td>
<td>.65</td>
<td>.50</td>
<td>6.4</td>
<td>.421</td>
<td>.44</td>
<td>71.68**</td>
</tr>
<tr>
<td>Emotional Intelligence</td>
<td>2</td>
<td>.57</td>
<td>.33</td>
<td>4.1</td>
<td>.511</td>
<td>.08</td>
<td>50.61**</td>
</tr>
</tbody>
</table>

** 0.01 level of Significance

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