CHAPTER-VI

Discussion

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 findings of the study with relevant research evidences, its implications and suggestions for future research.

The objective of the present study was to explore the direction and magnitude of relationships of emotional intelligence, spiritual intelligence and quality of life among high and low performing managers. This study also explored the differences between high and low performing managers on the variables, i.e. emotional intelligence, spiritual intelligence and quality of life among high and low performing managers. Finally, the study investigated the synergistic influence of emotional intelligence and spiritual intelligence on the quality of life among high and low performing managers. The discussion will highlight the main findings of the study along with respect to its objectives with in the light of relevant research evidences.

6.1 Relationship of Emotional Intelligence, Spiritual Intelligence and Quality of Life

The first objective of the study was to investigate the relationship of emotional intelligence, spiritual intelligence and quality of life among high and low performing managers, so the data obtained has been treated with correlation analysis and the results are being discussed accordingly with relevant research evidences.
(i) Relationship of Emotional Intelligence and Quality of Life in terms of its sub-factors among High and Low Performing Managers

The results have revealed that overall emotional intelligence is positively and significantly correlated with overall quality of life and its sub-factors, i.e. physical health, psychological health, social relationship and environment in the total sample of high and low performing managers (n=100, Table-5.1) and as well as among both the cases of high performing managers (n=50, Table-5.2) and low performing managers (n=50, Table-5.3). Further, the overall quality of life and its sub-factors are also positively and significantly correlated to overall emotional intelligence and its sub-factors, i.e. perception of emotion, managing own emotions, managing others emotions and utilization of emotions. Hence, the results clearly indicate that emotional intelligence is significantly and positively related to quality of life among high and low performing managers.

The finding of the present study do finds support directly and indirectly from the earlier studies done in this area. Researchers have reported positive correlation between overall emotional intelligence and physical health (Schutte, Malouf, Thorsteinsson, Bhullar and Rooke, 2007; Austin, Saklosfske, and Egan, 2005; and Tsaousis and Nikolou, 2005). Trinidad and Johnson (2002) reported negative correlation between higher emotional intelligence and use of tobacco and alcohol. They argued that people with higher emotional intelligence can manage peer pressure more effectively to use these substances. Similarly, Brackett and Mayer (2003) also reported that emotional intelligence, was negatively related to alcohol use. They further stated that people with higher emotional intelligence, do not use alcohol, as a coping mechanism to deal with emotional problems. It can further be argued that emotional intelligence might help the individuals to adhere to fitness routine and healthy diet schedule by enabling them to
manage their emotions effectively. Slaski and Cartwright (2003) in a sample of manager found that training in emotional intelligence resulted in improved health and well-being.

The level of emotional intelligence not only affects the person’s physical health but also plays a vital role in improving one’s psychological health. Loannis and Nikolaou (2005) found that psychological health is positively related to emotional intelligence. Further, the level of emotional intelligence has been found positively associated with indicators of good psychological health. The people with higher emotional intelligence have higher life satisfaction, (Palmer, Donaldson, and Stough, 2002) and they tend to use healthier psychological adaptation and adaptive defenses, while dealing with their environment, (Pellitteri, 2002).

Moreover, emotional intelligence has been found negatively correlated with indicators of poor psychological health. Matthews et al. (2006) in a study revealed that emotional intelligence is negatively associated with anxiety and stress. Dawda and Hart (2000) reported that emotional intelligence was negatively associated with depression. Ciarrochi and Deane (2000) also found that emotional intelligence was negatively correlated with depression and argued that people with higher emotional intelligence were more willing to seek professional and non-professional help, when they face emotional problem, i.e. suicidal thoughts and depression as compared those having lower emotional intelligence. They further stated that inability to seek help from others, in individual having low emotional intelligence during depressive episodes may further worsen the situation for them.

Further, emotional intelligence also influences the close interpersonal relationships, as it has been found positively associated with many aspects of family relationships. Higher emotional intelligence has
been found positively correlated with perceived parental warmth (Ciarrochi et al. 2000; and Mayer, Caruso, and Salovey, 1999) and lower conflicts and better quality of relationship among couples, (Bracket et al., 2005). In another study Rice (1999) reported positive relationship between interpersonal relationships and higher emotional intelligence among children, adolescents and adults.

Salovey, Bedell, Detweiler and Mayer (1999) revealed that people having higher emotional intelligence responded more flexibly to change in their social environment and build supportive social networks more easily. Mestre, et al. (2006) reported that individuals having higher emotional intelligence are nominated friends more by their peers. Brackett, Rivers, Shiffman, Lerner and Salovey (2006) revealed that people having higher emotional intelligence are perceived as more pleasant, emphatic and more socially skilled as compared to those having lower emotional intelligence. They further argued that these characteristics of people having higher emotional intelligence make them more approachable and hence provide better opportunity for them, to form mutually beneficial social relationship with others in society.

In an another study Brackett, et al. (2006) asserted that higher emotional intelligence leads to higher self perceived competence in reacting to the life events of the close friends. It was found that in friendship pairs, those having higher emotional intelligence gave less critical remarks on others’ success which indicate their ability to manage jealousy in a better way. It was also reported that people having higher emotional intelligent, gave less destructive and passive responses during conflicts.

The results have also revealed that, environment, the forth sub-factor of quality of life is also positively related to level of overall emotional
intelligence among manager. Environment of an individual consist of place where a person lives and the way this impacts the person's life. There are eight facets of this domain i.e. financial resources, physical safety and security, health and social care availability and quality, home environment, opportunities for acquiring new information and skills, participation in and opportunities for recreation and leisure, physical environment (pollution/noise/traffic/climate) and transport. Although there is rarely any study linking emotional intelligence and all these facets of environment, i.e. sub-factor of quality of life but the positive relationship between the two can be explained by fact that emotional intelligence helps a person to enhance his performance which in turn results in gains like promotion and salary increase in case of managers (Sevinc, 2001). These gains, to certain extent, might be helpful in improving the chances of manager to have better quality of the above mentioned facets of environment.

It is clear from the above discussion that the component of quality of life in terms of its sub-factors i.e. physical health, psychological health, social relationships and environment are positively related to emotional intelligence. Hence the result of the present study revalued that emotional intelligence is positively and significantly related to quality of life among high and low performing managers.

(ii) Relationship of Spiritual intelligence and Quality of Life in terms of its sub-factors among High and Low Performing Managers.

The result have revealed that the overall spiritual intelligence is positively and significantly related to overall quality of life and its sub-factors, i.e. physical health, psychological health, social relationship and environment, in the total sample of high and low performing managers (n=100, Table-5.1) and as well as in both cases of high performing managers (n=50, Table-5.2) and low performing managers (n=50,Table-
5.3). Further, the overall quality of life is positively and significantly correlated to overall spiritual intelligence and its sub-factors i.e. critical existential thinking, personal meaning production, transcendental awareness and conscious state expansion. These results clearly indicate that spiritual intelligence is significantly and positively related to quality of life among high and low performing managers.

Findings of the present study do find direct and indirect support from the earlier studies. Spirituality has been found positively associated with better physical health and longer life (Elmer, MacDonald, and Friedman, 2003; and Seaward, 1995). Spirituality has been reported as a critical component of health-related adaptability (Miller and Thoresen, 2003; and Jones, 1991). Emmons (2000) revealed that spiritually oriented persons tend to respond in a better way when facing injury and they have the ability to handle trauma in a better way. In another study Piedmont, (2004) revealed that spirituality was positively correlated with substance abuse recovery. It can further be argued higher level of spiritual intelligence will affect risky healthy behaviour i.e. excessive smoking and alcohol intake during crisis, by providing meaningful solution to the problems.

Spiritual wellbeing has been associated with 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 related with higher quality of life in person suffering from spinal cord injuries (Matheis, et. al., 2006) and high blood pressure (Simony, Martone and Kerwin, 2002). All these findings indicate that while facing critical health conditions spiritual resources helps the person in healthy coping hence are instrumental in enhancing person’s quality of life by positively affecting his physical health.
Spiritual intelligence has also been positively related with good psychological health. George Larson, Koening & McCullough (2000) found a positive relationship between existence of life purpose and satisfaction in a person’s life. It can be argued that people having higher spiritual intelligence tend to have a life purpose which is an indicator of good psychological health, as depression and suicidal thoughts are often the result of loss of purpose in life. A positive correlation was found between spiritual well being and general self efficacy in employees of 100 fortune companies (Trotts, 1996). Fournier (1998) in a study of suicide survivors reported that spiritual well-being was highly valuable in stress reduction and adaptability among them. Mascaro and Rosen (2005) reported that personal meaning, correlated positively with hope and negatively with depression and neuroticism. They asserted that higher spiritual intelligence enhances the person’s ability to construct personal meaning in all physical and mental experience which acts as a buffer between stress and depression. Ellermann and Reed (2001) also found negative correlation between self transcendence and depression among middle aged adults. Cahn and Poceicy (2006) observed that altered state of consciousness induced through meditation results in reduction of stress by relaxing the mind.

Further, researchers have linked spiritual intelligence with good interpersonal and social relationships. Wiggleworth (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 have the capacity to 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, cast, color, social & economic starts, nationalities and regionalism. Further, the feeling of interconnectedness with other reduces the negative feeling of anger, hostility, and jealousy towards others and thus becomes instrumental in reducing the 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 relationship which will enrich the relationships. Thus spiritual intelligence positively related to social relationship as it reduces the biases, discriminations and conflicts in social relationship by providing a feeling of interconnectedness, holistic perception and better personal meaning hence positively related to social relationship.

It is clear from the above discussions that spiritual intelligence is positively associated with sub-factors of quality of life, i.e. physical health, psychological health and social relationship, hence confirms the results of present study which revels positive correlation between spiritual intelligence and quality of life in terms of its sub-factors.

(iii)(a) Relationship of Spiritual intelligence and Emotional Intelligence in Total Sample (n=100) and High Performing Managers (n=50)

The result have revealed that the overall spiritual intelligence along with its sub-factors i.e. critical existential thinking, personal meaning production, transcendental awareness and conscious state expansion are positively and significantly correlated with overall emotional intelligence in the total sample of high and low performing managers (n=100,Table-5.1) and in high performing mangers (n=50, Table-5.2). Further, emotional intelligence and its sub-factors, i.e. perception of emotion, managing own emotions, managing others emotion and utilization of emotions are positively and significantly correlated with overall spiritual intelligence in
the total sample of high and low performing managers (n=100, Table 5.1) and among high performing managers (n=50, Table 5.2). Hence the results indicate that spiritual intelligence and emotional intelligence are positively related to each other.

Zohar and Marshall (2000) argued that the evolution of spiritual intelligence seems like a natural progression in the sequence of rational intelligence and emotional intelligence. Authors have advocated the hierarchical nature of intelligence in which spiritual intelligence is placed at the top, followed by emotional intelligence and after that comes rational intelligence. If this assumption of the authors is hold true, then it means the previous level of intelligence should make certain contribution to the next level of intelligence, hence must have positive relation with each other.

Connection between spiritual intelligence and emotional intelligence has been also emphasized in workplace setting. Lencioni (2004) argued although spiritual intelligence would contribute to positive outcomes at workplace, but without appropriate level of emotional intelligence, work environment of the organization would be devoid of trust, organizational commitment, harmony and good interpersonal relationships. Salovey and Grewal, (2005) are also of the view that it is through emotional intelligence, especially the competency of understating other’s emotion, that true benefits of spirituality like respecting individual difference and creating shared understanding, meaning and direction can be achieved in organizations.

Amram (2007) is of the view that an employees need to develop themselves with emotional and spiritual lines to be effective in workplace setting. He asserts that organizational impact of an employee will not be good when a employee is highly developed in the cognitive line and poorly developed on the moral line, a employee developed good friend and
confidant but emotionally fragile within themselves. Similarly, a leader cannot be effective only by being dedicated to his career and driving organizational success, unless he is not able to find meaning in past successes and the existence of himself and organization, which is a component of spirituality. These examples clearly indicate that fostering employees spiritual views are of utmost important along with the development of employee in the emotional lines (Amram, 2007). Similarly, Wilbur (2006) is of the view that a person also need to develop other lines of human potential like emotional intelligence which will contribute finally to the exploration of the later stages of spirituality.

Page (2005) has opined that capabilities behind emotional intelligence might also contribute to many aspects underpinning spiritual intelligence. It can be further argued that some abilities, i.e. self awareness contribute significantly to enhance the both, the spiritual intelligence and emotional intelligence, hence it can assumed that both these construct can have positive correlation with each other.

Further, emotional intelligence can be helpful in the development of spiritual intelligence of managers by enhancing their capacity to be aware of the emotions in self and other and their effect on perception of meaning and purpose in life. For example, a manager who is aware of the point that, he experiences positive emotions by helping other people through his job, i.e. servicing customers, making new products and innovations etc., will be able to derive better meaning and purpose from the job, as compared to the one who is unaware of the emotional content of his job. Likewise, the presence of purpose and meaning in job will enable the manger to handle his negative emotion in better way, by keeping the broader perspective in mind when emotions like anger, stress and disappointment are hindering his job performance.
(iii) (b) Spiritual intelligence and Emotional Intelligence as related to each other among Low Performing Managers (n=50, See Results Table-5.3)

In low performing managers (n=50) overall emotional intelligence and managing own emotion is positively and significantly correlated to overall spiritual intelligence but other sub-factors of emotional intelligence, i.e. perception of emotion, managing other emotions and utilization of emotions are not significantly related to overall spiritual intelligence (Table, 5.3). It can be observed that can in case of low performing managers only one sub-factors of emotional intelligence, managing own emotions, is positively and significantly correlated to overall spiritual intelligence, whereas in case of high performing managers all the four sub-factors of emotional intelligence are positively and significantly correlated to overall spiritual intelligence.

To know the reason for this difference, data obtained on overall spiritual intelligence and emotional intelligence and was carefully observed. It was found that among total sample of low performing managers (n=50), the scores of overall emotional intelligence of 12 managers are higher out of 50 managers, but the spiritual intelligence scores of these managers are comparatively lower. Further, along with lower spiritual intelligence the quality of life of these managers, is also lower in spite of the fact that level of their emotional intelligence is comparatively higher than other low performing managers.

These cases, although few in numbers indicate (24%) that higher emotional intelligence in itself is not a sufficient condition for higher quality of life and performance, unless it is not accompanied by the similar level of development in person’s spiritual intelligence (Meehan 2002; Wilbur, 2006; and Amram, 2007). It can be further argued that people with
higher emotional intelligence, can either motivate people for good performance or they can also manipulate people’s feelings and emotions otherwise. Thus if a manager uses his emotional intelligence negatively to manipulate others, it will put him under conflict within himself and also with others and that will have adverse impact on his social relationship and credibility, which in turn will adversely affect his physical and psychological health, resulting in poor quality of life and lower performance. The above discussion indicates that emotional intelligence itself cannot be an answer in itself, but its use in appropriate direction would truly determine its impact on different aspect of life.

In comparison, the higher level of spiritual intelligence will enhance person’s ability to find meaning and purpose in life which will ultimately lead to higher performance (Amram, 2007; and Willbur, 2006). The feeling of interconnectedness, will lowers the biases and negative emotions towards other people in organizations and will enhance quality of relationship of the managers at work place. The better quality of relationship will in turn provide the much needed psychological support while dealing with the stressful situations hence, lowering the impact of stressful situations on person’s psychological and physical health. All these factors will finally enhance the quality of life of a person. So it can be concluded from above discussion that higher positive correlation between the emotional intelligence and spiritual intelligence results in higher performance and higher quality of life as has been seen in high performing managers. The low correlation between emotional intelligence and spiritual intelligence, will adversely impact the quality of life and performance as seen in case of low performing managers.
Hence the results of the present study confirmed that emotional intelligence and spiritual intelligence are positively and significantly related to each other among high and low performing managers which the

With regard to the first objective i.e. to investigate the relationship of emotional intelligence, spiritual intelligence and quality of life among high and low performing managers the findings of the present study revealed that emotional intelligence, spiritual intelligence and quality of life are significantly and positively related among high and low performing managers.

6.2 Difference between High and Low performing manager viz. Emotional Intelligence, Spiritual Intelligence and Quality of life

The second objective of the study was to investigate the differences in emotional intelligence, spiritual intelligence and quality of life, between high and low performing managers, so t- test was applied to know the same (See Results, Table-5.4). The results of the t-test are being discussed accordingly.

(i) Emotional Intelligence among High and Low Performing Managers

The result of the ‘t’ test has revealed a significant differences between high and low performing mangers in terms of overall emotional intelligence and its sub factors, i.e. perception of emotion, managing own emotions, managing others emotion except utilization of emotion. The mean scores of high performing mangers are higher on overall emotional intelligence and its sub factors, perception of emotion, managing own emotions, managing others emotion and utilization of emotion as compared to low performing mangers.

The higher scores on overall emotional intelligence among high performing managers indicates that high performing managers are higher
on appraising emotion in self and others, expression of emotion, regulation of emotion in the self and others, and utilization of emotion in solving problems as compared to low performing managers. High performing managers are significantly higher on perception of emotion which means that they are more self-aware of emotions and can express emotions and emotional needs accurately to others as compared of low performing managers.

The results have shown in terms of managing own emotion, high performing managers are significantly higher, which means they have higher ability to distinguish among their different emotions and they can more easily identify those emotions that are influencing their thought processes as compared to low performing managers. Further, the result have revealed that high performing managers are significantly higher on managing others emotions than the low performing manager, which indicates that higher performing managers have more ability to distinguish between different emotions of other people and they can more easily identify the emotions that are influencing the thought processes of other people. It is evident from the results that, high performing managers are significantly higher utilization of emotion than low performing managers, which means that they have higher ability to connect or disconnect from an emotion depending on its usefulness in a given situation as compared to low performing managers.

The findings of the present study do corroborate the findings of the earlier studies directly and indirectly. Lopes, et al. (2006) found that total emotional intelligence was significantly correlated with: higher company rank, higher merit increases, peer and supervisor rated sociability and rated contribution to a positive work environment. Hughes (2005) has found evidence of emotional intelligence contributing to the effectiveness of
managers at work place. Emotion recognition accuracy has been reported as a significant predictor of higher performance in various professions like physician, business managers, human service workers and principals (Elfenbein, et al. 2007).

Yost and Tucker (2000) found positive correlation between emotional intelligence and team communication. In work place setting, higher level of emotional intelligence has been found positively associated with the factors which enhance the level of performance in organization such as, organizational commitment (Abrharm, 1999). Light (2005) has argued that emotional intelligence enhance the commitment and enthusiasm at workplace and results in improved performance by making mangers feel accepted and understood in organizations.

Hay Group (2002) has found that higher emotional intelligence was associated with improved financial results, improved productivity, retention of top talent and increased sales. In a multinational consulting firm when those partners who were having higher more emotional competencies, delivered more profit than the other partners (Boyatzis, 1999). Higher emotional intelligence not only ensures the higher performance but it can compensate for lower skill level in other areas. In a sample of full time university employees, emotional intelligence predicted superior task performance and organizational citizenship especially for employees with lower cognitive intelligence (Miners and C’ot’e 2006). Weitz, Castleberry and Tanner (2000) reported that emotional intelligence can enhance sale person performance by enhancing their effectiveness of dealing with difficult customers. Sevinc (2001) has done study on mangers working in financial industry found that higher emotional competencies were related to higher salaries and they were rated higher on emotional intelligence by other people. The number of promotions and self rated
emotional intelligence scores has been found correlated with each in workplace setting (Sala, 2000).

Cherniss and Adler (2000) has investigated the impact of low emotional intelligence on individual in organizational setting in a study at the Center of Creative Leadership and reported that reason for the failure of some of leaders in their career pursuit were not cognitive but their rigidity and poor relationships. It can be concluded from above discussion that higher emotional intelligence contribute to higher performance at the workplace, which confirms the findings of the present study that there exist a significant difference on emotional intelligence and its sub-factor between high and low performing mangers.

(ii) Spiritual Intelligence among High and Low Performing Managers

The result of the t-test analysis showed the significant differences on overall spiritual intelligence and its sub-factors critical existential thinking, personal meaning production and transcendental awareness except conscious state expansion (Table-5.4). The mean values of overall spiritual intelligence and its sub-factors are higher among high performing mangers than the low performing managers.

The significant higher scores of the high performing managers on overall spiritual intelligence indicates that they are better on mental capacities which contributes to the awareness, integration, and adaptive application of the nonmaterial and transcendent aspects of one’s existence, which leads to deep existential reflection, enhancement of meaning, recognition of a transcendent self, and mastery of spiritual states as compared to low performing managers.

Results have shown significant difference in terms of critical existential thinking among high and low performing managers which
means that high performing managers have higher capacity to critically contemplate meaning, purpose, and other existential or metaphysical issues (e.g., reality, the universe, space, time and death) as compared to low performing managers.

The finding of the study revealed that with regard to personal meaning production, significant differences emerged in high and low performing which indicates that they have higher ability to construct personal meaning and purpose in all physical and mental experiences, including the capacity to create and master a life purpose as compared to low performing managers.

Results have showed that there is a significant differences between high and low performing managers in terms of transcendental awareness which means that they have higher capacity to perceive transcendent dimensions of the self (e.g., a transcendent self), of others, and of the physical world (e.g., non-materialism, interconnectedness) during the normal, waking state of consciousness as compared to low performing managers.

Further, the Results have revealed that with regard to conscious state expansion the difference between the means is not significant but higher performing managers reported higher mean score as compared to mean score of low performing managers which indicates that high performing managers have relatively higher ability to enter spiritual states of consciousness (e.g., pure consciousness, cosmic consciousness, and oneness) at one’s own discretion.

Earlier researches indirectly substantiate the results of the present study. Spiritual intelligence has been related to different aspects of manager’s life in organizations, i.e. leadership, performance and coping
with organizational change (Duchon & Plowman, 2005; Fry, 2005; and Reave, 2005). Jurkiweicz and Giacalone (2004) have found that workplace spirituality enhanced the productivity in organization by positively affecting commitment, motivation and adaptability of employees towards organizational change. Neck and Milliman (1994) have asserted greater personal growth and higher sense of service is experienced by the employee, when organization inculcates spiritually oriented goals which leads to organizational commitment and teamwork, hence resulting in improved performance.

Kouzes and Posner (2006) carried out a study of 3,000 mangers reported that effective mangers lead with compassion and courage. Collins (2001) in a study of high performing CEOs reported that, humility was positively associated with higher financial performance over an extended period of time. The authors further suggested that values like benevolence, justice, humanism, integrity, respect, responsibility and trust can play a crucial role in enhancing the performance of employee in organizations.

Cherniss (2005) observes that modern day managers need to manage and interpret massive amount of information and need to have the capacity to deal with rapid changes. He argued that, this highly demanding situation can only be dealt with a new way of knowing. Page (2005) is of the view that other way of knowing is possible through developing higher state of consciousness which is possible through intentional spiritual practices. He further opined that helping the employee to understand their inner spiritual landscape will, help them to collectively interpret their job roles, coworkers and organization, which will result in organizational success by enhancing self actualization capacity of the employees.

The role of intentional spiritual practices, i.e. meditation, in enhancing the level of consciousness among employees in business setting
has been investigated. Schmidt-Wilk, Alexander, and Swanson (1996) reported that meditation was valuable in improving, health, wellbeing, job satisfaction, efficiency and productivity. They further argued this effect of mediation seems to reduce absenteeism and improve financial performance. Andersen (2000) reported positive link between intuition and decision making and leadership effectiveness of top management. The author’s opined that practice of spirituality at workplace can help employees to experience consciousness at deeper level that will enhance their intuitive abilities and these abilities will be valuable in promoting innovation in organization.

(iii) Quality of Life among High and Low performing mangers

Further, the result of the ‘t’ test has revealed a significant differences between high and low performing mangers in terms quality of life in terms of its sub-factors i.e. psychological health, social relationship and environment except physical heath (See Table 5.4). The mean values of high performing mangers were higher on overall quality of life and its sub-factors as compared to low performing mangers.

Results have revealed that significant differences emerged in terms of overall quality of life among high and low performing managers which indicates that high performing managers have better perception about 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 are higher as compared to low performing managers.

The results have revealed the mean score of high performing mangers on physical health is higher as compared to the low performing managers indicating that high performing mangers are less pain,
discomfort, fatigue and have more energy to perform daily activities and they enjoy sound sleep without the help of any substance.

The result have further shown in terms of psychological health, high performing managers are significantly higher, which indicates they experiences more positive feelings, less negative feeling, higher self esteem, higher ability to think, learn, concentrate and make decisions as compared to low performing managers.

High performing mangers are significantly higher on social relationship as compared low performing manager, which means that high performing mangers are able to feel and more love, practical assistance and support from the family and friends. Significant difference has also emerged in terms of environment among high and low performing which means that high performing managers live in better places and it impact their life more positively as compared to low performing mangers.

In previous studies poor physical health has been reported negatively associated with performance by researchers. Kessler, Greenbrg, Mickelson, Meneades, Wang (2001) reported that chronic health conditions like cancer, ulcers, and panic disorder, heart disease and high blood pressure resulted in enormous magnitude of the work impairment. Lee and Jung (2008) reported that health problems hampered the performance of employees and adversely impacted the financial gains of the organizations.

In the present study the difference although the mean score of physical health is higher than the low performing mangers but the difference is not significant. Earlier researchers suggest that there should be a significant difference in the level physical health of the high and low performing mangers. The possible reason for the insignificant difference on the level of physical health among high and low performing mangers might
be, that the average age of the participant is 32 years. The younger average age might have resulted in leveling the difference in physical health as the risk for chronic health disease increases with age. Further, the jobs of mangers are more demanding psychologically, and the resulting stress will impact the physical health of the person in long run. Again, as the average age of the participants is less so they might be able to cope with the present situation without any visible sign of deteriorating physical health. Finally, as poor physical health hamper performance of the employees, it is almost impossible for an employee with poor physical health to retain his job in highly competitive commercial organizations.

The effect of psychological health on the performance of the worker has been also investigated by the researchers. Kessler and Frank (1997) reported that psychiatric disorders adversely impacted the performance of the employees. Jaml (2002 reported negative relationship between job stress and supervisory rating of performance among mangers and blue-collar worker. David, Thomas, Hong, Leueen, and Debra (2000) 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.

It can be concluded from above discussion that high performing mangers are higher than low performing mangers on quality of life in terms of its sub-factors. The above discussion supports the findings of the present study which has revealed significant difference in terms of overall quality of life.
On the basis of above discussion, with regard to the second i.e. objective of the to investigate the difference between high and low performing managers on emotional intelligence, spiritual intelligence and quality of life, findings have revealed that high performing managers have outperformed low performing managers on emotional intelligence, spiritual intelligence and quality of life in terms of their subfactor.

6.3 Impact of Emotional Intelligence and Spiritual Intelligence on the Quality of Life Managers

Third objective of the study was to know the synergetic influence of emotional intelligence and spiritual intelligence on quality of life among high and low performing managers. To know the same, stepwise regression analysis was performed (See Results, Table-5.4) and the results are being discussed.

(i) Step Regression analysis of different Variables in terms of their Importance on the Quality of Life among High and Low Performing Managers. (n=50)

Among the predictors of quality of life of high and low performing managers the regression coefficients of overall spiritual intelligence and emotional intelligence were found 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.

The spiritual intelligence and emotional intelligence explain 44 per cent and 8 per cent of variance in quality of life respectively. It clearly indicates that spiritual intelligence and emotional intelligence play a significant role in relations to quality of life among high and low performing mangers.

Hence, with regard to the third objective of the study the present study, i.e. to know the synergetic influence of emotional intelligence and spiritual intelligence on quality of life among high and low performing mangers the findings have revealed the spiritual intelligence is mainly contributing towards quality of life and has emerged as a significant predictor of quality of life besides emotional intelligence.

Hence the result of the present study confirmed the relationship of emotional intelligence, spiritual intelligence and quality of life in terms of its sub-factors among high and low performing managers as showed by correlation analysis. The t-test further confirms the relationship on the grounds of significant difference between high and low performing mangers on these variables and finally the stepwise regression analysis strengthen the results by reflecting the causal relationship of emotional intelligence and spiritual intelligence with quality of life.

Therefore the results of the present study highlights the relationship of spiritual intelligence, emotional intelligence and quality of life in terms of its sub-factors among high and low performing managers and their
contribution in achieving better performance among high and low performing managers.

6.4 Findings of the Present Study

1. Overall emotional intelligence was positively and significantly correlated to overall quality of life in terms of its sub-factors i.e. physical health, psychological health, social relationship and environment among high and low performing managers.

2. Overall spiritual intelligence was positively and significantly correlated to overall quality of life in terms of its sub-factors i.e. physical health, psychological health, social relationship and environment among high and low performing managers.

3. Overall emotional intelligence and spiritual intelligence were positively and significantly correlated with among high and low performing managers.

4. High performing managers were higher on overall emotional intelligence level and its sub-factors Perception of emotion, managing own emotion, managing others emotion than low performing managers.

5. High performing managers were higher on overall spiritual intelligence and its sub-factors critical existential thinking, personal meaning production and transcendental awareness than low performing managers.

6. High performing managers were higher on overall quality of life in terms of its sub-factors i.e. psychological health, social relationship and environment as compared to low performing managers.
7. Overall spiritual intelligence and managing own emotion emerged as a predictor of overall quality of life among high and low performing managers.

6.5 Implications of the Present Study

(i) Organizational Implication

The findings of the present study revealed that managers having higher emotional intelligence have quality of life and performed better as compared to low performing managers. It implies that organization should develop the mechanism to assess the emotional intelligence of managers during the selection process and should select the employees who are higher on emotional intelligence as well as one other relevant skills for the job. It also further implies that effort to improve emotional intelligence with help of various training program, improve their emotional intelligence thus resulting in higher performance.

The present study has also revealed that higher performing managers are higher on spiritual intelligence as compared to their counterparts, meaning there by that developing the spiritual landscape of managers will help them to find meaning and purpose in their job. Further, this will activate the higher order needs of the employees i.e. self-esteem and self actualization needs, resulting in qualitative as well quantitative improvement in a person’s performance. In the present business scenario mutual trust of employees and organization is deteriorating due to craving for money and increased profit margins. Spiritual intelligence will help organizations and employees to fulfill the mutually beneficial organizational objectives. Moreover, it will help corporate world in improving the ethical and humanitarian aspects in achieving these objectives.
The finding of the present study indicates that high performing managers enjoy better quality of life as compared to low performing managers. This shows that organization needs to make effort to enhance the aspects of the quality of life i.e. physical health, psychological health, social relationship and environment. The efforts should be made to improve their physical health by means of health insurance and health checkups for employees i.e. blood pressure, sugar, lipid profiling etc. Further, health issues related talks should be organized to heightened awareness of employees. This will encourage them to take steps to prevent any major health problems at early stage. This will help in lowering the loss of workdays and turnover due to health problems and will also improve the productivity of the organizations.

Simultaneously efforts should be made to improve psychological health of employees through various training programs on motivation, stress management, counseling, mentoring and recreational activities. Further, effort should also be made to improve the relationship among employees in organization by creating an environment of trust, respect and understanding resultanty improving their harmonious functioning, performance as well as sorting out their interpersonal conflicts.

Finally the study has also indicated a positive correlation among emotional intelligence; spiritual intelligence and quality of life among managers that points out that for enhancing performance, efforts should be made to improve all the three variables. It is further argued that development of emotional intelligence will not be sufficient for higher performance if not assisted by spiritual intelligence.
(ii) General Implications

Present study finding suggests that spiritual intelligence is positively related to quality of life i.e. physical health, psychological health and social relationship. Psychologist have been avoiding the use of word like spirit, spirituality and spiritual intelligence till date present study findings indicates that there is a need to investigate the impact of spiritual intelligence on physical health, psychological health and social relationship. Finally a person needs to develop his emotional as well as spiritual intelligence for better having better quality of life.

6.6 Limitations of the Present Study

The design of the present study was co-relational in nature so the cause and effect relationship between the variables cannot be predicted. Although the results regression analysis has revealed that spiritual intelligence and managing emotions predict the quality of life of a person due to high correlation among these variables but limitations of co-relational design to predict cause and effect relationship needs to taken into consideration. Further, the information on the variables have been gathered through self report measures. Although the participation in the present study was voluntary and the information gathered was assured to be kept confidential but the impact of social desirability (need to give social desirable responses rather than actual response), while using a self report measures to gather information about them cannot be ruled out completely.

In the present study, classification of mangers, in high performing or low performing categories, was done by the human resource managers of organizations as per the performance rating system of the organization. The possibility of subjective bias in classification of mangers in low performing and high performing categories cannot be ruled out. Finally, due to
constraints of time and resources, sample size was not very large and convenience sampling was applied, so generalization of the findings of the present study needs to be done with caution.

6.7 Suggestions for the Future Research

1. The concept of spiritual intelligence is still in its development stage. So efforts should be made to develop models of spiritual intelligence which can be tested empirically and are more widely accepted.

2. To measure spiritual intelligence, such measure needs to be devised which assimilate the common spiritual experience felt by most of the people while trying to develop their spiritual intelligence. Although some part of these experiences might be unique for every individual but measurement need to concentrate on the experiences which are felt by most of the people.

3. The impact of spiritual intelligence with other important variables i.e. personality, motivation, leadership, perception, needs to be investigated.

4. The training program to develop spiritual intelligence and emotional intelligence need to be designed and their contribution in enhancing person’s quality of life needs to be investigated.

5. This study can be replicated with other professionals and general population to generalize the results of the present study.

6. The quality of life people working in different professions and how is it influenced by the level of emotional intelligence and spiritual intelligence needs to be investigated.

7. Cross culturally valid tools of emotional intelligence, spiritual intelligence and quality of life need to be designed.
8. Data collection on the emotional intelligence, spiritual intelligence and quality of life should also include the person who know the respondent and can rate him on these variables to gather more authentic information.

9. Longitudinal studies of the impact of emotional intelligence and spiritual intelligence on quality of life among managers needs to be done.