CHAPTER-VII

Summary

The journey of human beings from the caves of Stone Age to the luxuries of modern age can be seen as constant striving towards achieving better quality of life. It is quest for having quality in life that has always motivated human beings to invent various things, migrate from one place to another, embrace new system of thoughts and governess and peruse highly demanding careers in modern organizations. Quality of life has been defined as the individuals' perceptions of their position in life in the context of the culture and value systems in which they live and in relation to their goals, expectations, standards and concerns (World Health Organization Quality of Life Team, 1996). The four factor model (WHO, 1996) of quality of life includes physical health, psychological health, social relationship and environment.

Philosophers, religious preacher and psychologist have always been interested to know the factors that contribute to quality of life of a person. Managers consistently need to perform higher as per the organizational standards to survive at the workplace and simultaneously they need to give adequate time and energy to address issues regarding their personal life i.e., physical health, psychological health and social relationships, as ignoring these issues may adversely impact their quality of life. It has been observed that some managers do fulfill these compelling demands of personal and professional life and enjoys better quality of life than other who faces many problems in their careers and personal life. Now the questions arises that what factors might be responsible for difference among these managers?
Earlier, Intelligence had widely been accepted as an important factor contributing to success in important areas of life. Riggio, Murphy and Pirozzolo,(2000) argued that after playing a dominant role in early 19th century, considering higher IQ level as the only basis for success was challenged on the grounds that it does not consider the situational factors such as environment or cultural settings. Failure to predict the success of an individual solely on the basis of technical and intellectual abilities resulted in broadening the criteria of intelligence to the inclusion of non-cognitive aspects of intelligence. Over the last few decades, theories of multiple intelligences have broadened our the concept of intelligence beyond IQ to include emotional, creative, practical, social, existential and spiritual intelligences (Bar-On, 2000; Gardner, 2000; Emmons, 1999; Halama and Strizene, 2004; Goleman, 2001; Salovey and Mayer, 1993 and Sternberg, 1997a, 1997b). Among all these, emotional intelligence has attracted the attention of researchers, industrialists and common masses, because of its claimed influence in almost every sphere of life.

Mayer and Salovey, (1997) defined emotional intelligence as the ability to perceive emotion, integrate emotion to facilitate thought, understand emotions, and to regulate emotions to promote personal growth. They have given a four branch ability based model of emotional intelligence which comprises of four abilities: perception, assimilation, understanding, and management of emotions. Goleman gave a mixed model of emotional intelligence which stated that emotional intelligence comprised four essential elements: self awareness, self management, social awareness, relationship management. Goleman proposed a theory of performance in organizations based upon his model of emotional intelligence.
The researchers have positively linked emotional intelligence with important aspects of one’s life i.e. physical health, psychological health, social relationships, and performance at work place. Emotional intelligence has been positively linked with better physical health among managers, (Schutte, Malouff, Thorsteinsson, Bhullar and Rooke, 2007; Jain and Sinha, 2005 and Loannis and Nikolaou, 2005). Emotional intelligence has been also been associated with good psychological health (Brackett et al., 2006 and Matthews et al. 2006). Brackett, et al., (2006) reported increased positive interpersonal relationships among children, adolescents and adults having higher emotional intelligence. Slaski and Cartwright (2002) in a study of management population (n=224) reported that managers who scored higher in emotional intelligence suffered less subjective stress, experienced better health and well-being, and demonstrated better management performance. Palmer, Walls, Burgess and Stough (2001) have opined that emotional intelligence was positively related to success in occupations that involve considerable reasoning with emotional information such as those involving creativity, leadership and sales. This research evidence suggest a possible link of emotional intelligence with the quality of life as researchers have positively related it with physical health, psychological health and social relationship of an individual.

Although many studies have reported positive relationship of emotional intelligence with the performance of managers, some researchers are of the view that emotional intelligence can contribute performance enhancement up to a level (Meehan 2002; Wilbur, 2006 and Amram, 2007). It is argued that people having higher emotional can either use it to motivate people for good performance or it can use the same to manipulate people’s feelings and emotions of others.
It can be argued that, if a person uses his emotional intelligence negatively to manipulate others around him, it will definitely put him under conflict within himself in the course of his life and that would further have its adverse impact on his social relationship and on his credibility, which in turn will adversely affect his physical and psychological health, resulting in poor quality of life. The above discussion indicates that emotional intelligence cannot be an answer in itself, but its use in appropriate direction would truly determine its impact on the quality of life of persons. Now the question arises, what is beyond emotional intelligence which determines its appropriate direction? The answer seems to lie in person’s quest for meaning and purpose in life. Finding meaning and purpose in life are the construct that have been associated with the concept of spiritual intelligence by many researchers (King, 2008; Amram, 2007; Emmons, 2001 and Zohar and Marshall, 2000).

Over the last decade there has been an emerging interest in integrating the construct of spirituality and intelligence into a single construct called spiritual intelligence (Amram and Dryer, 2008; Halama and Strizenec, 2004; Wolman, 2001; Emmons, 2000a, 2000b; Zohar and Marshall, 2000). King (2008) defined spiritual intelligence as a set of mental capacities which contribute to the awareness, integration, and adaptive application of the non-material and transcendent aspects of one’s existence, leading to such outcomes as deep existential reflection, enhancement of meaning, recognition of a transcendent self, and mastery of spiritual states.

Spiritual intelligence has been associated with aspects of quality of life by researchers. Spiritual intelligence and physical health have been positively linked in previous studies (Noble 2001; Fournier 1998 and Brady, Peterman, Fitchett, and Cella 1999). Seaward (1995) opined that
spirituality was one of the core characteristics of healthy individuals. Likewise positive correlation has been found between spirituality and psychological health (George Larson, Koenig and McCullough, 2000). Ellermann and Reed (2001) reported negative correlation between self transcendence and depression among middle aged adults. Further, Huang (2000) in a study of Taiwanese sample found self transcendence was positively correlated with personal growth and positive relation with others. Hence, these studies indicate that spiritual intelligence is positively related to the better physical health, psychological health and social relationships and hence enhances the quality of life of a person.

Dent, Higgins, and Wharff, (2005) reported a positive link between spirituality and better organizational performance. Jurkiewicz and Giacalone (2004) suggested a positive link between spiritually and performance at workplace moderated through greater employee motivation, commitment, and adaptability and flexibility towards organizational change. Other authors, such as Neck and Milliman (1994) have argued that spirituality in the workplace can bind employees to the company and enhances job performance. Further various researchers have emphasized on developing both spiritual intelligence and emotional intelligence of employees for enhancing employee’s effectiveness at work place.

Aburdene, (2005) asserted that beyond emotional intelligence development, the application of spirituality and spiritual principles, to critical issue of retaining the high performing employees which will result in improved employee tenure, increased employee motivation and enthusiasm, and greater work productivity. Amram (2007) is of the view that an employee need to develop themselves simultaneously in emotional and spiritual lines, to be effective in workplace. Page (2005) has argued that capabilities behind emotional intelligence might also contribute to
many aspects underpinning spiritual intelligence. Similarly Wilbur (2006) is of the view that along with spiritual intelligence, a person needs to develop other lines of human potential like emotional intelligence which will contribute finally to the exploration the later stages of spirituality. Lencioni (2004) argues that 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.

It is clear from the above discussion that emotional intelligence and spiritual intelligence have been found positively correlated with physical health, psychological health and social relationship, which are integral part of quality of life. So the nature and magnitude of relationship of emotional intelligence and spiritual intelligence with quality of life needs to be investigated. It is clear that large research gap exist in studies relating emotional intelligence, spiritual intelligence and quality of life among managers. Hence the present study has been designed to explore the direction and magnitude of the relationship of emotional intelligence, spiritual intelligence and quality of life among high and low performing managers in workplaces setting.

**Objectives**

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

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

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

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 co-relational in nature. (See Figure: 4.1 and 4.2)

Participants

The participants were selected 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).

Tools Used

(i) 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 (Schutte, John, Maloof and Bhullar, 2007) was used. This Scale consist of 33 items and four factor, perception of emotion, managing own emotions, managing others emotion and utilization of emotion.

To measure the quality of life of managers the World Health Organization Quality of Life – BREF (WHOQOL-BREF), was used. The 24 items represent the four domains of quality of life, i.e., physical health, psychological health, social relationship and environment.

(iii) Spiritual Intelligence Self Report Inventory (SISRI-24: King, 2008)

To assess the spiritual intelligence of the participants Spiritual Intelligence, Report Inventory (SISRI-24), a 24 item self report measure was used representing four factors of spirituality i.e., critical existential thinking, personal meaning production, transcendental awareness and conscious state expansion.

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 mangers. The human resource managers were requested to arrange interaction session with the mangers 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.

**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.

**Findings**

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