



Relationship between Emotional Intelligence, Spiritual Intelligence and Wellbeing of Management Executives

M Subramaniam

Bharathiar University, Coimbatore, Tamilnadu, India

N Panchanatham

Annamalai University, 608002, India

ABSTRACT

The purpose of this study is to explore the relationship between Emotional Intelligence (EI), Spiritual Intelligence (SI) and Wellbeing of management executives working in organizations. The methodology adopted involves descriptive field study using a structured questionnaire as the research instrument with statistical analysis to arrive at the results.

The results of the study reveal that there exists a significant relationship between EI, SI and Wellbeing of executives. Further, the results indicate that the development and growth of EI and SI can be considered as methods for improving the wellbeing of executives as well as organizational wellbeing.

KEYWORDS : Emotional Intelligence, Spiritual Intelligence, Wellbeing.

Introduction

Today's executives are more diverse in terms of their wellbeing, age, culture, nationality and several other factors. EI is the ability to sense, understand and effectively apply the power and acumen of emotions as a source of human energy, information, connection and influence. SI is the set of abilities that individuals use to apply, manifest and embody spiritual resources, values and qualities in ways that enhance their daily functioning and wellbeing. With both these intelligences happening in the workplace, the environment will be more conducive. A better working environment relates to a higher level of productivity and wellbeing of individual as well as organizational wellbeing.

This study focuses on determining the relationship between EI and SI with the wellbeing of management executives. The key questions addressed are:

1. Is there a significant relationship between EI and wellbeing?
2. Is there a significant relationship between SI and wellbeing?
3. Is there a significant relationship between EI and SI?

Emotional Intelligence

Goleman (1998) defines emotional intelligence as 'the capacity to recognize our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships.' EI is essential for the accomplishment of day-to-day objectives of life, which is a challenge to everyone. EI is increasingly relevant to organizational development and developing people because EI provides a new way to understand and assess people's behaviors, management styles, attitudes, interpersonal skills, and potential. EI is an important consideration in human resources planning, job profiling, recruitment interviewing and selection, management development, customer relations and customer service, and more. EI determines the potential for learning practical skills viz. personal skills and social skills. These skills lead to superior performance at work which is based on the five elements: self-awareness, motivation, self-regulation, empathy, and adeptness in relationships.

Spiritual Intelligence

Spiritual Intelligence is the ability to act with wisdom and compassion, while maintaining inner and outer peace, regardless of the circumstances. Spiritual intelligence is the way we assign meaning and feel connected to the power of larger than ourselves. It has been identified as a key component of leadership by bestselling business author Stephen (2004), who observes that Spiritual Intelligence is the central and most fundamental of all the intelligences, because it becomes the source of guidance for others. Spiritual intelligence is one of the several types of intelligence that can be developed independently and contributes to psychological wellbeing and overall healthy human development (Vaughan, 2003). The four components of spiritual intelligence are critical existential thinking, personal meaning production, transcendental awareness and conscious state expansion. Critical existential thinking is best described as the capacity an individual to critically contemplate meaning, purpose, and other existential/metaphysical issue; to come to original existential conclusions or phi-

losophies; and to contemplate non-existential issues in relation to one's existence. An ability to derive personal meaning and purpose from all physical and mental experiences, including the capacity to create and master a life purpose is regarded as personal meaning production. Transcendental awareness is the capacity to identify transcendent dimensions/patterns of the self, of others, and of the physical world during normal states of consciousness, accompanied by the capacity to identify their relationship to one's self and to the physical world. Conscious State Expansion is defined as an ability to enter and exit higher/spiritual states of consciousness at one's own discretion.

Wellbeing

Wellbeing refers to 'a state of being comfortable, happy and healthy'. According to World Health Organization (WHO), 'Mental health is defined as a state of wellbeing in which every individual realizes his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully and is able to make a contribution to his or her community'. Researchers investigating happiness have found the factors which enhance individual's wellbeing are: An enjoyable and fulfilling career, Adequate money, Regular exercise, A balanced diet, Sufficient sleep, An intimate relationship with a partner, A network of close friends, A sense of belonging, The ability to adopt to change, A safe physical environment, A sense of purpose and meaning and all these factors interrelated.

In general, executive wellbeing include relationships (social), emotions (emotional), body (physical), thoughts (mental), finances (financial), the environment (environmental) and the spirit (spiritual). It is important to enhance well being of individuals by coaching and other relevant practices.

Literature Review

Extensive literature review shows that EI and SI are becoming popular fields of interest among management researchers and practitioners. The term Emotional intelligence (EI) was formerly interpreted by Salovey and Mayer (1990) and latter, it was popularized by Goleman (1996). Martinez (1997) defines the emotional intelligence as a non-cognitive skill arrangement, capability and competence which influences someone's capability to overcome their environment and its pressure. Salovey and Mayer (1990) who explains about emotional intelligence as own feeling and others' as well as used this feeling to direct the mind and action. Then, this model was adapted by Goleman (1998) into five basic emotional and social intelligence which are: personal awareness, personal control, motivation, empathy, and social skill. Boyatzis (2000) explains how and why the individuals are able to develop EI.

Zohar and Marshall (2000) in their book "Spiritual Intelligence, The Ultimate Intelligence" said that there is third intelligence, that is spiritual intelligence. According to their explanation, spiritual intelligence as an intelligence which puts behavior and manner in our life in a broader term and this is an intelligence to assess our action and our way of life compared to other. According to Zohar and Marshall

(2000), the difference between spiritual intelligence and emotional intelligence is in the altering power. Only with spiritual wisdom, our life becomes more meaningful and wiser, we can face the matter in our life in a clearer way and along with our spirit, and it will become a true spirit for the spiritual intelligence.

Research Objectives

The main objective of this study is to determine the relationship between EI, SI and the wellbeing of management executives. Accordingly, the following hypothesis have been developed:

H1: There is a significant positive relationship between EI and wellbeing of management executives.

H2: There is a significant positive relationship between SI and wellbeing of management executives.

H3: There is a significant positive relationship between EI and SI of management executives.

Research Framework

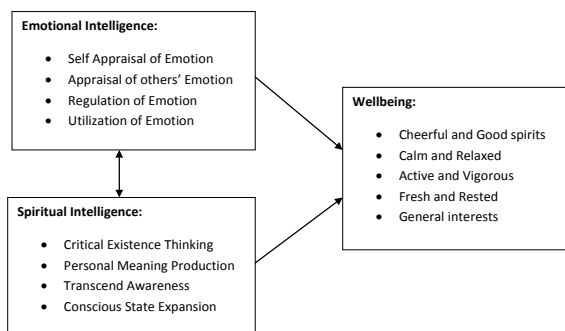


Figure 1: Conceptual framework of the study

Research Methodology

The methodology adopted is descriptive field study based on survey research. This study depends mainly on the primary data collected through the research instrument which is a well-framed and structured questionnaire to elicit the well-considered opinions of the participants. The sample consisted of 60 management executives, working in a large wireless technology development company in the USA. The study was confined to Indian expatriates, chosen randomly, questionnaires distributed and responses obtained.

The EI instrument was adapted from self administered Schutte Emotional Intelligence Scale (SEIS). The SEIS is a trait-based measure of EI consisting of 33 positive and negatively keyed items measuring four dimensions of EI: Appraisal of Emotions in Self, Appraisal of Emotions in Others, Emotional Regulation and Using Emotions in Problem Solving. Scale items are summed to provide a Total Emotional Intelligence (TEI) score, with a reported reliability coefficient (α) for TEI of 0.90 (Schutte et al., 1998).

The measurement of SI was done by using the scale of Spiritual Intelligence Self-Report Inventory (SISRI-24) developed by King (2008) with 24 items. The scale comprised of SI attributes viz. Critical existential thinking (CET), Personal meaning production (PMP), Transcendental awareness (TA), and Conscious state expansion (CSE). The measurement consists of 5-point Likert-type scale, with responses ranging from

1 (Strongly Disagree) to 5 (Strongly Agree). Higher scores signify higher levels of EI, SI or wellbeing.

To measure the wellbeing, WHO-Five Well-being Index (WHO-5) developed by Psychiatric Research Unit, World Health Organization (1998) was used. It is a short self administered questionnaire covering five positively worded items, related to positive mood (good spirits and relaxation), vitality (being active, waking up fresh and rested), general interests (being interested in things). It is shown to be a reliable measure of emotional functioning and a good screener for depression. Each of the five items is rated on a 6- point Likert scale from 0 (= not present) to 5 (constantly present). Scores are summated with raw score ranging from 0 to 25 with higher scores meaning better wellbeing. Total score of 13 and above indicates better wellbeing.

Results and Discussions

Table 1: Relationship between EI, SI and Wellbeing

Variable	Theoretical Range	Mean	S.D	Cronbach α	r (EI)	r (SI)
Emotional Intelligence (EI)	33-165	82.94	9.50	0.94		0.63
Spiritual intelligence (SI)	24-120	95.20	14.02	0.95		
Wellbeing (WB)	0-25	16.90	3.94	0.92	0.53	0.52

Collected data was analyzed using statistical techniques. The data was normally distributed. There were no gender differences in results and so combined responses for males and females were used in the data analysis. Theoretical range, mean, standard deviation (SD), reliability coefficient (α) and Pearson's correlation coefficients (r) were calculated and presented in Table 1.

The results show that i) Correlation coefficient between EI and Executive Wellbeing is 0.53 (p<0.01) indicating significant positive relationship between EI and Wellbeing confirming the first hypothesis. ii) Correlation coefficient between SI and Wellbeing is 0.52 (p<0.01) indicating significant positive relationship between EI and Wellbeing confirming the second hypothesis. iii) Correlation coefficient between EI and SI is 0.63 (p<0.01) indicating significant positive relationship between EI and SI confirming the third hypothesis.

Conclusion

The study was aimed to examine the relationship between EI, SI, and wellbeing of executives. The results reveal a significant relationship between EI, SI and Wellbeing and the hypothesis' are consistent with the study. Also, it is observed that both EI and SI complement each other. With both these intelligences are at high levels, executives' wellbeing are expected to be higher, Further, the results indicate that the development and growth of EI and SI can be considered as methods for improving the wellbeing of management executives as well as organizational wellbeing.

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