

## THE EFFECTS OF SPIRITUAL INTELLIGENCE ON MANAGER AND EMPLOYEES LEADERSHIP SKILL

Dr. K. THIRUMALVALAVAN<sup>1</sup>, Mrs. RAMYA VARGHESE<sup>2</sup>,  
Dr. N. MURUGANANTHAM<sup>3</sup>, Dr. V.VETRIVEL<sup>4</sup>

<sup>1,2,3,4</sup> Assistant Professor, Department of Management, Hindustan College of Arts and  
Science, Padur, Chennai- 603103.

### Abstract

Spiritual intelligence is involves in developing insights, principles, beliefs, attitudes and values which guide and motivate us, developing recognition for many pupils that their insights, principles, beliefs, attitudes and values should influence, inspire or guide them in life, developing understanding of feelings and emotions which causes us to reflect and to learn. *A positive workplace is a basic element that will get the company to the top. We understand that it may be time consuming and difficult to encourage employee motivation through leadership at the workplace. The aim of this paper is to analyse the effects of spiritual intelligence on manager and employee's leadership skill in the banking sector. 255 respondents are considered as a sample size for the study. Descriptive statistics, correlation, and multiple regression analysis are used to describe the sample. It is shown that spiritual intelligence is significantly influenced the employee's leadership skills and it has a high relationship with employees leadership skills.f*

**Key words: Spiritual intelligence, Leadership skills, Banking, Holism, Self Awareness**

### Introduction

The power of a spiritually intelligent leader springs from the deepest core which is anchored in the Source. The power does not stem from roles and position one occupies. Power derived from the role one occupies maintains a very fragile identity and is often focused on safeguarding one's personal identity. The manipulation and control exercised in protecting one's identity destroys the value base of the group and the organization one leads.

True power comes from a deep inner journey in which one confronts one's shadows and integrates them. In the process, all the defences break down and the leader becomes vulnerable like a new born, yet strong as steel. A new born is highly vulnerable yet holds an inner potential to surmount all odds of a totally alien environment. The enlightened leader is aware that in deepest vulnerability lies the greatest strength. Being vulnerable means that the leader walks through the fear of getting hurt. In this process of embracing one's vulnerability, all the energy that is used to guard the deep vulnerability is released. This newly released energy impels the leader toward enlightened action. One key characteristic of such a leader is the ability to remain cool at the height of adversity like being in the centre of the storm and not being ruffled or blown away.

A spiritually intelligent leader has an inner balance. This leader is moved by universal values that fosters selfless service. He/she believes in a greater purpose and has a vision for the future. These leaders are not satisfied with accomplishing day to day routines and its apparent order and structure. On the contrary, every step and every action is towards the attainment of the mission that they set out to accomplish. Gandhi began his struggle for equality with his *satyagraha* movement in South Africa after being thrown out of the train for being "brown" and not "white". This moment of reckoning, probably the most significant crisis in his life was his spiritual emergence. The evolution of the Mahatma who led India to freedom was triggered by a critical incident. A closer look at the actions and decisions of Gandhi during the long struggle for India's independence amply demonstrates the characteristics of a spiritually intelligent leader.

There have been other leaders in the public sphere who embodied spiritual intelligence in their leadership. Martin Luther King spearheaded the civil rights movement in America and Nelson Mandela led the struggle against apartheid in South Africa with spiritually intelligent leadership. In the corporate world there are examples of organizations

founded on noble causes and enduring values. The founders of such organizations were great leaders who looked beyond themselves. Some of these organizations have flourished and grown over centuries with successive generations of leaders carrying the cherished core values forward. They have been successful enterprises and stand out in the market place. There have been other organizations founded by great leaders that have become great successes in terms of growth, profitability and shareholder value and yet, many perceive them as untrustworthy and unworthy of association.

We looked at what a leader would be attributed with if he or she operated from a spiritual and emotional frame of mind, while applying his or her intellect. There are several contemporary and historical figures whose popular conceptions help us comprehend characteristics of a spiritually intelligent leader. Figures like Gandhi, Swami Vivekananda, JRD Tata are all reminders of a leadership that evokes a sense of spirituality. Nelson Mandela, the Dalai Lama, Sunderlal Bahuguna and Jaggi Vasudev, amongst several others keep reminding us of the yearning for a peaceful interior, an eternal angst for a deeper meaning beyond the material. We now look at the concept of a warrior to articulate the characteristics of a spiritually intelligent leader. When practiced on a daily basis, they can create a cultural shift and lead the organization as a whole to operate based on higher motivations. This paper focuses the spiritual intelligence aspect in employees and manager's leadership skills.

### **Spiritual intelligence factors**

#### **Self-Awareness**

- Has a sense of long-term goals and strategies
- Anticipates the impact of personal actions on others
- Assesses personal strengths and weaknesses in line with how others see them

#### **Spontaneity**

- Is prepared to experiment and take risks
- Is prepared to back a hunch or gut feeling about what will add value
- Actively seeks opportunities to have fun at work

### **Being Vision and Value-Led**

- Expresses concern when the organization fails to live by its stated values
- Makes career choices guided by a desire to do something worthwhile
- Is prepared to fight for matters of principle

### **Holism**

- Encourages people to understand the operation of the whole organization
- Anticipates the longer-term consequences of today's actions and decisions
- Seeks to balance working and nonworking life

### **Compassion**

- Considers the way external stakeholders will feel about actions or decisions the organization might take
- Tries to ensure the organization has a positive impact on the natural and social environments
- Is willing to make time to help others

### **Celebration of Diversity**

- Seeks input from a wide range of people when planning or making decisions
- Respects and seriously considers ideas that challenge the mainstream
- Encourages people to express their individuality

### **Field Independence**

- Listens to the views of others but is always prepared to take responsibility for personal decisions and actions
- Is not easily distracted when involved in an important task
- Is prepared to fight for a personal point of view when sure of its correctness

### **Humility**

- Looks to give others credit for their knowledge and achievements
- Is prepared to explore what can be learned from personal mistakes
- Defers to the greater knowledge or experience of others

### **Tendency to Ask Fundamental “Why” Questions**

- Makes sure to understand the causes of problems before initiating corrective action
- Gives others opportunities to explain their actions before giving negative feedback
- Looks for patterns behind problems and seeks to understand their origin or meaning

### **Ability to Reframe**

- Brings a variety of approaches to problem-solving tasks
- Is prepared to let go of previously held ideas when these clearly are not working
- Seeks to broaden experience by taking on tasks outside of comfort zone

### **Positive Use of Adversity**

- Seeks to learn from mistakes rather than blaming others for them
- Persists with a task in the face of difficulties
- Draws on hidden reserves of energy when things go wrong

### **Sense of Vocation**

- Goes the extra mile to achieve an excellent result
- Sees work as an important part of life
- Expresses appreciation for the opportunities and gifts received at work and at home

### **Research Methodology**

The aim of this paper is to analyse the effects of spiritual intelligence on employee's leadership skills in the banking sector. Employee's opinion is described in this study; hence this study comes under descriptive in nature. spiritual intelligence has framed in the following variables namely, self-awareness, spontaneity, being vision and value-led, holism,

compassion, celebration of diversity, field independence, humility, tendency to ask fundamental “why” questions, ability to reframe, positive use of adversity and sense of vocation. Spiritual intelligence scale has been developed by the researcher. There are 60 statements are considered for analyzing the spiritual intelligence of the employees. It is measured with five point scale where 5 stands for strongly agree, 4 for agree, 3 for neutral, 2 for disagree and 1 for strongly disagree. The samples are chosen from Chennai city, Tamilnadu. Totally 300 bank employees from public and private were approached. However, 270 responses are fit for further analysis. Hence, 255 is the sample size of the study. Finally, 255 respondents are considered as a sample size for the study. Descriptive statistics, correlation and multiple regression analysis are used to describe the sample, to show that which are the statements that highly influenced and measure the linear association between the dependent and independent variables. Here the spiritual intelligence factors are considered as independent variables and employee’s leadership skill is treated as a dependent variable.

**Table 1: Respondents Opinion towards leadership skills**

<b>Statement</b>	<b>Mean</b>	<b>S.D</b>
I am effective with the detailed aspects of my work	5.16	1.32
Effective at problem solving	5.51	1.49
I find real enjoyment in my work since it very interesting.	4.92	1.63
When problems arise, I immediately address them	4.93	1.58
Managing people and resources is one of my strengths	4.88	1.51
sense the emotional undercurrents in my group	4.97	1.48
I enjoy responding to people’s requests and concerns.	4.95	1.57

Source: Primary data computed

Table 1 indicates the respondent’s opinion towards employee’s leadership skill in the banks. Employee’s leadership skill has been measured with the seven statements. Respondent are asked to rate their opinion for each statements.

Mean and standard deviation values are calculated for each statement. Mean values are ranged between 4.88 to 5.51. It is noted that the respondents are highly rated towards that the effective at problem solving (5.51) followed by the effective with the detailed aspects of my work (5.16), sense the emotional undercurrents in my group (4.97), I enjoy responding to people’s requests and concerns (4.95), When problems arise, I immediately address them (4.93), real enjoyment in my work since it very interesting. (4.92) and Managing people and resources is one of my strengths (4.88). The calculated standard deviation value is found to be similar level among the respondents. It is found that the bank employees are having effective problem solving skill in their organisation through leadership skills.

**Table 2: Effect of spiritual intelligence on employee’s leadership skill**

R- value	R- Square value	Adjusted R- Square value	F- value	P-value
0.764	0.515	0.498	12.840	0.001*

Spiritual Intelligence	B	Std. Error	Beta value	t-value	P-value
(Constant)	5.464	0.164	-	33.317	0.001*
Self-Awareness	-0.134	0.053	-0.143	-2.508	0.012**
Spontaneity	-0.142	0.057	-0.156	-2.505	0.013**
Being Vision and Value-Led	-0.160	0.064	-0.174	-2.511	0.012**
Holisms	0.062	0.054	0.072	1.165	0.245 (NS)
Compassion	0.070	0.064	0.078	1.105	0.270 (NS)
Celebration of Diversity	0.058	0.063	0.062	0.919	0.359 (NS)
Field Independence	-0.023	0.070	-0.025	-0.322	0.748 (NS)

Humility	-0.149	0.072	-0.155	-2.082	0.038 (NS)
Ability to Reframe	-0.197	0.069	-0.215	-2.866	0.004**
Positive Use of Adversity	-0.148	0.070	-0.150	-2.096	0.037**
Sense of Vocation	0.334	0.072	0.352	4.670	0.001*

Source: Primary data computed; \* Significant @ 1% level,\*\* Significant @5% level; NS: Non significant.

To verify above stated hypothesis multiple regressions is carried out. The purpose of regression analysis is to find the most predictors factors on employee’s leadership skill. The result is displayed in table 2. From the R square value, it is inferred that the spiritual intelligence influencing the employee’s leadership skill by 0.515.

The measure of strength of association in the regression analysis is given by the co-efficient of regression determination denoted by R-square as 0.515 and R-value as 0.764. The F-value is 12.840 and P-value is 0.001 which is significant at one percent level and ascertain that there is significant relationship between dependent and independent variable. So, the hypothesis is rejected. Further, R-square value indicates that the independent variables are influenced at 49.8 percent on the dependent variable. The standardized co-efficient beta value indicates the relative importance of the predictors on leadership skill.

It is inferred that spiritual intelligence are significantly influenced the employees leadership skill. The corresponding p-value of these variables is significant at one percent. So, these variables significantly influence on leadership skill. Leadership skill is expressed by the following equation.

$$\text{Leadership skill} = 5.464 \text{ (Constant)} + 0.334 \text{ (Sense of Vocation)} + 0.134 \text{ (Self-awareness)} - 0.142 \text{ (Spontaneity)} - 0.148 \text{ (Positive use of adversity)} - 0.160 \text{ (Being vision and value-led)} - 0.197 \text{ (Ability to reframe)}$$

The equation is displayed that sense of vocation, are having positive influence on employees leadership skill. Whereas self-awareness, spontaneity, positive use of adversity,



being vision and value-led and ability to reframe are negatively influence on leadership skill. To have one unit increase in leadership skill, that sense of vocation increased by 0.334 where other factors remain constant. However self-awareness decreased by 0.134, spontaneity decreased by 0.142, positive use of adversity decreased by 0.148, being vision and value-led decreased by 0.160 and ability to reframe decreased by 0.197 where other factors remain constant. It is found that that sense of vocation are having positive impact on employees leadership skill. Whereas field independence, self-awareness, spontaneity, positive use of adversity, being vision and value-led and ability to reframe are have negative impact on leadership skill.

**Table 3: Relationship between spiritual intelligence and employee’s leadership skill**

Spiritual Intelligence	Employees Leadership skill	
	r-value	p-value
Self-Awareness	0.460	0.001*
Spontaneity	0.401	0.001*
Being Vision and Value-Led	0.396	0.001*
Holisms	0.379	0.001*
Ability to Reframe	0.355	0.001*
Positive Use of Adversity	0.417	0.001*
Sense of Vocation	0.344	0.001*

Source: Primary data computed; \* Significant @ 1% level.

Relationship between spiritual intelligence and employee’s leadership skill is displayed in table-3.

H<sub>0</sub>: There is no relationship between spiritual intelligence and employee’s leadership skill

In order to examine the above hypotheses, Pearson correlation is employed. From the r values, it is inferred that the study variables have relationship with itself, because r values are significant and also positive. Hence the stated hypothesis is rejected. Spiritual intelligence

factors such as self-awareness, spontaneities, being vision and value-leds, holisms, ability to reframe, positive use of adversity and sense of vocations have high relationship with employee's leadership skill in bank.

It is observed that in the spiritual intelligence factors, self-awareness has secured the highest r-value of 0.460 with leadership skill followed by positive use of adversity (0.417), spontaneities (0.401), being vision and value-leds (0.396), holisms (0.379), ability to reframe (0.355) and sense of vocations (0.344). It is observed that self-awareness, positive use of adversity and spontaneity are highly influencing the leadership skill among the other spiritual intelligence factors.

It is inferred that self-awareness, spontaneity, being vision and value-leds, holisms, ability to reframe, positive use of adversity and sense of vocations are positively related with the employee's leadership skill. self-awareness, positive use of adversity and spontaneity have the higher level of relationship the employee's leadership skill ,where as being vision and value-leds, holisms, ability to reframe and sense of vocations have least level of relationship with the employee's leadership skill.

## **Conclusion**

Spiritual intelligence is a higher dimension of intelligence that activates the qualities and capabilities of the authentic self, In the form of wisdom, compassion, integrity, joy, love, creativity, and peace. Spiritual intelligence results in a sense of deeper meaning and purpose, combined with improvements in a wide range of important life skills and work skills. This paper concluded that spiritual intelligence variables are highly influenced by the employee's leadership skill. It is indicated that, When the managers activate a higher dimension of intelligence, he gains access to the qualities and capabilities of your higher self. They can use the method taught in this course to shift from ego to soul, and activate their spiritual

intelligence. This releases their intuition and creativity, and results in a deeper sense of meaning and purpose, which ultimately transforms their entire personality. This paper shows that when organisations invest in spiritual intelligence training, it increases creativity, innovation, employee engagement rises, and productivity growth.

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