

# Impact Of Emotional Intelligence And Spiritual Intelligence On Leadership Effectiveness- A Study Related To Corporate Sectors

**Dr. Arun Ingle**

Director , DKKKP's Maharashtra Institute of Management , Kalamb-Walchandnager,  
Pune ,India.

---

## **Abstract**

Leadership is described as the heart of every organization and it is a process of leading followers/team. To

get better outcome from the employees and to achieve the organizational goals, the leader should be able

to understand the pulse of the employees and his or her own. The present research will focus on two vital parameters that are spirituality and emotional intelligence. The present research proposes to study the role of spirituality and emotional Intelligence in the development of effective leadership through extensive literature review. Emotional Intelligence includes self- awareness, empathy, self- motivation, emotional stability, managing relationships, integrity, sociability, of spirituality and emotional Intelligence in the development of effective leadership through extensive literature review. Emotional Intelligence includes self- awareness, empathy, self- motivation, emotional stability, managing relationships, integrity, sociability warmth and optimism on the part of the leader reflecting it onto the followers and spirituality comprises the values, attitudes, and behaviors that are reflecting compassion, vision, hope, commitment, satisfaction and happiness that are necessary to intrinsically motivate one and others.

**Keywords:** Spirituality, Emotional Intelligence, Empathy, Sociability, Values, Compassion, Commitment, Satisfaction and Happiness.

## **Introduction:**

Our World today has more civilized societies with ever expanding population, having diversity in racial polarization, creed and gender. One common thread or feature in all these people is that everyone has feelings and emotions, and emotions engender emotional intelligence. We,

being humans also known as social animal, are superior over other living creatures- we can think, feel and rationalize. Because of that we are being deceived by behaviors, traits, perceptions, mindset patterns and attitudes. All these call for some kind of set order where one can act and interact with one another in ways that are not repulsive, but in harmony and with the decorum that portrays one to be civilized. Leadership is a dynamic process of relationships building between individuals and groups. The constant nourishing of individuals is at the core of effective leadership. Organization now emphasizes the need for leaders to take on roles of facilitating, coordinating and orchestrating the work behavior of others. Effective leaders improve performance by assuming a level of competence and building upon existing strengths. A paradigm shift of Indian economy started with the introduction of economic reforms in the early 1990's. Due to opening up of Indian economy through Liberalization, Privatization and Globalization, and thrust towards Information Technology.

### **Concept of Emotional Intelligence:**

Before explaining the meaning of Emotional Intelligence, it is essential to understand the term "Emotion". It relates to ability to check or judge the other's attitudes or other's actions. There can be a number of emotions like anger, sorrow, fear, gratification, surprise, love, repulsion, shame etc. A leader's capability to balance the emotions with the reason to maximize long-term happiness i.e. capacity of effectively identifying and managing one's own emotions and those of others may be called as emotional awareness or emotional management of skills.

Emotional intelligence helps human constructs stronger relationships with family and society to do well at work, and accomplish our professional and personal goals. Emotional intelligence is something which gives a person a competitive edge.

Some researchers propose that emotional intelligence can be learned and strengthened, while others claim it is an inborn characteristic. It is the capacity to distinguish, utilize, comprehend, and deal with your feelings in positive and productive ways. It's about perceiving your own emotional state and the emotional conditions of others.

### **Definition of emotional intelligence:**

- In the opinion of Daniel Goleman (1995) "Emotional Intelligence as being able to motivate oneself and persist in the face of frustrations; to control impulses and delay gratification; to regulate one's mood and keep distress from swamping the ability to think; to empathize and to hope."
- Peter Salovey and John Mayer (1990) defined Emotional Intelligence as "the sub set of social intelligence that involves the ability to monitor one's own and other's feelings and

emotions, to discriminate among them and to use this information to guide one's thinking and actions."

- Cooper and Sawaf (1997) outline Emotional Intelligence as "the ability to sense, understand and effectively apply the power of and acumen of emotions as a source of human energy, information, trust, creativity and influence.

### **Spiritual Intelligence:**

Robert Emmons (2000) defines spiritual intelligence as "the modify use of spiritual information to ease everyday problem solving and goal achievement."

Singh G. (2008) defined spiritual intelligence as "an inborn or natural capacity of thinking and ability to understand of spiritual fact and to guide the everyday behavior by spiritual beliefs".

### **Definition of Spiritual intelligence:**

- Frances Vaughan (2002) defined as "Spiritual intelligence is related with the inner life of mind and spirit and its relationship to being in the world."
- Cindy Wigglesworth defines spiritual intelligence as "the capacity to act with experience or knowledge and pity, while maintaining inner and outer peace, regardless of the circumstances."

The four quadrants of spiritual intelligence are defined as:

1. Multiple belief systems / Divine Self
2. Universal Consciousness
3. Divine Self / Self Discipline
4. Spiritual Presence / Community building.

### **Concept of Leadership:**

Leadership is a process whereby an individual influence a group of individuals to achieve a common goal. Leadership is the ability to influence individuals or groups toward the achievement of goals. It is a process where a leader influences the direction of a unit in achieving its objective. Leaders need the ability to absorb and comprehend a lot of information and get to the heart of issues quickly and make decisions.

Leadership has been described as "a method of social impact in which one person can enroll the

benefit and support of others in the completion of a common task.”

### **Definition of Leadership:**

Burns (1978) comments that, "Leadership is one of the most observed and least understood phenomena on earth."

### **Relationship Of Emotional and Spiritual Intelligence:**

EI and SI support organizational principles, ethical values and all organizational decisions. The need for all leaders to have EI with spiritual strength and lead with more meaningful behavior or the importance of the relationship between emotional and spiritual intelligence and the efficiency of leaders.

EI and SI are interrelated and strengthen each other. Spirituality growth enhances emotional awareness. This in turn impacts the competence of managing and controlling emotions, which further reinforces spiritual development. Thus, EI level effect one's use of SI. Spiritual knowledge facilitates understanding reason and emotion. Many elements of both emotional and spiritual intelligence are common.

Spirituality develops the intrapersonal and interpersonal competences that are the components of Emotional Intelligence.

This is the belief in current scenario that the corporate world is more into materialistic, commercial and strictly profit oriented values, whereas it is important to acknowledge spiritual and ethical aspects being equally important while conducting business.

### **Discussion and Conclusion:**

The present review was conducted to analyze whether spirituality and emotional intelligence make a manager an effective leader. Effective leaders make a better organization and create an inclusive culture. Leadership is the process of social influence as the behavior of the leader affects the followers' behavior to a great extent. Leader is the member of the group or organization who plays an important role in influencing the behavior of the members of the group or organization. Success of the organization depends on its leaders as they have facilitative, innovative, inspiring vision and empower people to transform the vision into reality. Among all the important traits of leaders which take organization to greater heights, emotional quotient and spiritual quotient play a pivotal role.

The characteristic manifest of high EI encompass self- awareness, empathy, self- motivation, emotional stability, managing relationships, integrity, sociability, warmth and optimism on the part of the leader reflecting it onto the followers and spiritual leadership comprises the values, attitudes, and behaviors that are reflecting compassion, vision, hope, commitment, satisfaction and happiness that are necessary to intrinsically motivate oneself and others. Ample research has been conducted to understand the reflects that for any organization to grow and develop the level of EI of the managers / leaders matters a lot as EI is an important indicator of personal and professional success.

The earlier study where data from more than 30 different behaviors from banking, mining, geology, sales and health care industries documented that a number of emotional intelligence competencies, qualities such as, achievement drive, developing others, adaptability, influence and self- confidence distinguished top performers from average ones. Another study which supports the fact how EI is an important indicator of general wellbeing of the employees shows a significant correlation between Emotional Intelligence and general wellbeing and both in turn contribute to employee behavior which is critical to job performance. There is growing evidence that spiritual practices are associated with better health and wellbeing at personal front; and a better organizational culture, organizational effectiveness and productivity at professional front as our personal translates onto our professional. Seeing the vital role these spiritual practices play in our personality and behavior, the studies were analyzed to emphasize the role spirituality plays in the development of an effective leader.

The review reflects that for any organization to grow and develop the level of spirituality of the manager / leader plays a dynamic role as it improves the culture of the organization. It is an important indicator of personal growth as mentioned “Spirituality is concerned with those qualities of the human spirit-such as love and compassion, patience tolerance, forgiveness, contentment, a sense of responsibility, a sense of wholeness and harmony-which bring happiness to both self and others”. When one has the high spirituality quotient it will reflect on the professional front also. Appreciative Inquiry was conducted on a group of senior managers of a reputed educational institute to gain an insight and discuss the feasibility and implication of the research.

An assumption was made that the managers who are high on spirituality may have high level of emotional intelligence also as these two parameters are very important factors of a stable and balanced personality. A true and effective leader is that who is happy with his own self and makes others also happy and gives them opportunities to grow as he is happy and satisfied with his own growth. He is in “I am OK, you are OK” life position. Leaders with high levels of emotional intelligence positively apply social skills to influence others, create strong relationships with clients and employees, and are effective motivators by controlling their emotions and understanding their weaknesses In today’s world successful leaders are those who provide

emotional quotient, will also be ranked high on their spirituality index also, as these two parameters are very important factors of a stable and balanced personality. A true and effective leader is that who is happy with his own self and makes others also happy and gives them opportunities to grow as he is happy and satisfied with his own growth. He is in “I am OK, you are OK” life position.

Leadership qualities reflected by an effective leader are those which are the outcome of spirituality and high emotional intelligence. The 7% of leadership success is attributable to intellect; 93% of success comes from trust, integrity, authenticity, honesty, creativity, presence and resilience.

Leaders with high levels of emotional intelligence positively apply social skills to influence others, create strong relationships with clients and employees, and are effective motivators by controlling their emotions and understanding their weaknesses. In today’s world successful leaders are those who provide opportunity and training to everyone to develop to the next level. It was clearly demonstrated that developmental style is the most desirable style and it is associated with creation of empowerment, growth, learning, morale and satisfaction on part of the employees.

#### **References:**

Amram Y. The seven dimensions of spiritual intelligence: An ecumenical, grounded theory. In 115th annual conference of the American psychological association, San Francisco, CA 2007 Aug 17 (Vol. 12)

Amram JY. The contribution of emotional and spiritual intelligences to effective business leadership. Institute of Transpersonal Psychology; 2009.

Ashraf F, Khan MA. Impact of emotional intelligence on managerial effectiveness in health care: Empirical evidence from Pakistan. *African Journal of Business Management*. 2012 Mar 21;6(11):3941-53.

Chemers MM. Efficacy and effectiveness: Integrating models of leadership and intelligence. In Kravis-de Roulet Leadership Conference, 9th, Apr, 1999, Claremont McKenna Coll, Claremont, CA, US 2002.

Lawrence Erlbaum Associates Publisher Chin ST, Anantharaman RN, Tong DY. The roles of emotional intelligence and spiritual intelligence at the workplace. *Journal of Human Resources Management Research*. 2011 Jan 1;2011:1-9

Emmons RA. Is spirituality an intelligence? Motivation, cognition, and the psychology of ultimate concern. *The International Journal for the psychology of Religion*. 2000 Jan 1;10(1):3-26.

Emmons RA. Spirituality and intelligence: Problems and prospects. *The international journal for the psychology of religion*. 2000 Jan 1;10(1):57-64.

Fleishman EA, Harris EF, Burt HE. Leadership and supervision in industry; an evaluation of a supervisory training program. Ohio state university. Bureau of educational research monograph. 1955.

Fleishman EA, Harris EF, Burt HE. Leadership and supervision in industry [Monograph No. 33]. Columbus: Ohio State University, Bureau of Educational Research. 1956.

Fleishman EA, Harris EF, Burt HE. Leadership and supervision in industry; an evaluation of a supervisory training program. Ohio state university. Bureau of educational research monograph. 1955.

Goleman D. Emotional intelligence: Why it can matter more than IQ. Bantam; 2012 Jan 11.

Herbert TT. Management education and development. INTELLIGENCE WI. Vaughan, F. What is Spiritual Intelligence? *Journal of Humanistic Psychology*, Vol 42, No. 2. Spring 2002, 16-33© 2003 Sage Publications. Psychology. 2002;42(2):16-33.

King DB. Rethinking claims of spiritual intelligence: A definition, model, and measure. ProQuest; 2008.

Mayo E. The human problems of an industrial civilization. Routledge; 2004 Mar 1.

Noble KD. Riding the windhorse: Spiritual intelligence and the growth of the self. Hampton Press; 2001.

Salovey P, Mayer JD. Emotional intelligence. *Imagination, cognition and personality*. 1990 Mar;9(3):185-211.

Singh MP, Sinha J. Impact of spiritual intelligence on quality of life. *International Journal of Scientific and Research Publications*. 2013 May;3(5):1-5.

Sosik JJ, Megerian LE. Understanding leader emotional intelligence and performance: The role of self-other agreement on transformational leadership perceptions. *Group & organization management*. 1999 Sep;24(3):367-90.

Wagner B. Impacts of emotional intelligence on leadership effectiveness. *New Challenges of Economic and Business Development*. 2013;2:654-69.

Wigglesworth Cindy (2011 - 2012). Spiritual Intelligence and Why It Matters. (p. 4- 5)

Yukl G. Managerial leadership: A review of theory and research. Journal of management. 1989 Jun;15(2):251-89.

Zohar D. Spiritual intelligence: The ultimate intelligence. Bloomsbury publishing; 2012 Apr 12.

Zohar D, Marshall I, Marshall IN. SQ: Connecting with our spiritual intelligence. Bloomsbury Publishing USA; 2000 Jan 15.