



Relationship Among Emotional Intelligence, Spiritual Intelligence and Psychological Resilience of Corporate Executives in India

KEYWORDS

Emotional intelligence, Spiritual intelligence, Psychological Resilience, Corporate executives

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ABSTRACT *The study is designed to find out and analyze emotional intelligence, spiritual intelligence and psychological resilience behavior of corporate executives in India. Corporate executives face lot of business pressure as well as family pressure. It is essential to investigate how do corporate executives bounce back to their normal business and succeed in their professions tackling business and family pressures and to study about role of emotional intelligence and spiritual intelligence in resilience behavior of corporate executives. The study employed survey method of data collection using structured questionnaire. According to Krejcie and Morgan (1970), the minimum number of sample size was determined as 321 employees. The study has employed regression analysis to find out role of emotional intelligence and spiritual intelligence in resilience behavior of corporate executives.*

I. INTRODUCTION

Intelligence quotient or IQ as an ability to solve an objective problem alone can be used to make a person to be competent enough. Besides, there are other tools in assessing people competencies, emotional quotient and spiritual quotient. Still, emotional quotient refers to an ability to understand our emotions and other people. Spiritual quotient refers to an ability to access our deepest meanings, values, purposes and motivations. Both of these quotients are the important elements to create a person to be a competent employer.

It means that, managers are the backbone of the companies; and as the powerful people in the organizations, and people who have power to do everything in order to make profit for their workplaces. It is difficult to be a good manager who could take over every task burdened on. Most managers feel that they are boss in their workplaces. They manage the process of getting things done through others to perform activities necessarily to achieve personal and organizational goals only sometimes. It means that good management that performed by managers bring a successful business at the top, to fulfill satisfaction for stockholders, but not pay much attention to the whole levels of the organization. Employers in this case, managers of public companies in South Sumatera insisted to make profit for their organization through products and services. Managers have to apply and practice an integral and combination of intelligence even intellectual, emotional and spiritual quotients together, in thinking, decision making and motivating, then behaving. If it is success, they become emotionally intelligent managers. Emotional quotient as EQ or emotional intelligence as EI, in term of being able to monitor and regulate self – owned feeling and others, and used those feelings to guidance in thinking and acting. This opinion supported Goleman's idea (1995) that emotional intelligence is the capability for recognizing our feelings and others, to motivate and manage emotions of ourselves and others.

II. NEED FOR THE STUDY

Keeping the above background, it is essential to investigate how do corporate executives bounce back to their

normal business and succeed in their professions tackling business and family pressures and to study about role of emotional intelligence and spiritual intelligence in resilience behavior of corporate executives.

III. OBJECTIVES OF THE STUDY

Basic objectives of this study are as follows;

1. To find out and analyze relationship between emotional intelligence, spiritual intelligence and psychological resilience of corporate executives
2. To investigate effect of emotional intelligence and spiritual intelligence on psychological resilience of corporate executives in India.

IV. REVIEW OF LITERATURE

The terms of emotional quotient used for the first time by Salovey and Mayer (1990), which referred to intelligence in what people recognize feelings, motivate and manage emotions in life. Relating to management, Goleman (1995) mentioned that a person with high IQ makes a brilliant teacher of financial analyst, but high IQ combined with high EQ creates us to be the leader of it. It seemed that IQ consisting verbal, numerical, and thinking skills important for effective leadership. However, EQ has more specific function to control negative things. According to Wilding (2007) that emotional quotient or EQ is very important to human being as one solution for them to be success with other people. It is because emotional quotient or EQ contents of "high quality of soft skills". Further, Goleman (1998) noted that, more emotionally intelligent persons are categorized as succeed at communicating whether interesting and affirm ways, that could others feel better in the job circumstances. Then, Bar-On (1997) pointed out that, EI is also useful for group development since that large group of smooth and effective workers, knowing each other's strength and weaknesses and always strong influence whenever possible.

At the end of the 1990s, research on neurology found that brain has another "Q" or other kind of intelligence (Zohar and Marshall, 2004). This new intelligence with which we have access to deep meaning, fundamental values, and

a sense of abiding purpose in our lives, and the role that this meaning, values and purpose plays in our lives, strategies, and thinking process. Then, this newest intelligence is famous named by "spiritual quotient." Spiritual quotient comes from the Latin word "spiritus," and the meaning is "the vitalizing principle of an organism" (Zohar and Marshall, 2004: 97). Besides, the alphabet "S" in SQ also derived from Latin "Sapientia" means "wisdom intelligence," embracing all that we traditionally mean by wisdom as opposed to mere knowledge acquisition or to a rather mechanistic talent for solving problem (Zohar and Marshall, 2004). A person may have high SQ but have no faith in his or her religion or belief, and inversely, others may have low SQ although very religious. Religion based on, particular set of custom, beliefs and values, and usually depends on culture, and upbringing (Zohar and Marshall, 2004). However, spiritual quotient is hereditary capacity of the human brain, based on structures in the brain that gives us basic ability to form meanings, values, and beliefs in the first place; it means that, spiritual intelligence is "the soul's intelligence."

Resiliency is described as individual's response to stressful events of life or continuous confrontation of stress (such as war and sexual abuse). Resilient people are higher compatible with environmental stressful factors. Compatibility of people is due to the combination of context/ecological interaction and organic growth. However, resiliency is multi-dimensional. A person may be resilient in one aspect, but less resilient in the others. Luther et al. declared that some children showed adequacy in some aspects but have problems in the others. In a study on high educational resilient students that had experienced misbehavior, Kaufman et al. showed that 21% of them had social resiliency.

Recent studies show that religious approaches and hope for the future are considered as potential protective factors of resiliency in individuals. Various studies show that being religious creates objectivity in adolescents and despite their current problems, some of teenagers use their faith to create hope for improvement of condition in the future. Family environment can be regarded as a key factor. Family can be effective in individual resiliency by creating protective and harmonious environment. The effect of family processes as a protective factor is emphasized in different studies. Ruther, for instance, recognized that having good relationship with at least one of the parents can strengthen adolescent in front of some risky behaviors.

Objectivity and religious approaches are two main protective factors in resiliency. Spirituality is the need for going beyond self in daily life and uniting with others. Aram believes that spiritual intelligence includes meaning, objective and sanctifies in life and optimism toward improvement of life. Those who have higher spiritual intelligent are more flexible, self-conscious, capable of intuition, holistic toward universe, seeks for answer of his basic questions about life and criticizing traditions and cultures. Spiritual intelligence can easily enable people to change and revolve.

V. HYPOTHESES OF THE STUDY

Important hypotheses of the study are as follows;

- H₀:** There is no significant relationship among emotional intelligence, spiritual intelligence and psychological resilience of corporate executives
- H₀:** There is no significant impact of emotional intelligence on psychological resilience of corporate executives

- H₀:** There is no significant impact of spiritual intelligence on psychological resilience of corporate executives

VI. RESEARCH METHODOLOGY

VI.1. Statistical population

Statistical population of this research is corporate executives in India. Referring to the Krejcie and Morgan (1970) table, the minimum number of sample size was determined which were about 321 people and the study used snow ball sampling for this research. After the distribution of 400 questionnaires, 321 filled questionnaires were gathered from corporate executives. Questionnaire was distributed in person as well as through email across India to obtain data from corporate executives.

TABLE – 1: DESCRIPTION OF THE RESPONDENTS

No.	Particulars	No. of respondents	Percentages
1.	GENDER		
	Male	150	46.7
	Female	171	53.3
	Total	321	100
2.	TOTAL WORK EXPERIENCE		
	Up to 5 years	73	22.7
	6 – 10 years	119	37.1
	11 years to 20 years	94	29.3
	More than 20 years	35	10.9
Total	321	100	
3.	EXPERIENCE IN THE PRESENT ORGANISATION		
	Up to 3 years	76	23.7
	4 to 7 years	124	38.6
	8 years to 10 years	101	31.5
	More than 10 years	20	6.2
Total	321	100	
4.	EDUCATION		
	Up to HSC/Diploma	106	33.0
	Under Graduation	120	37.4
	Post Graduation	95	29.6
Total	321	100	
5.	AGE		
	Up to 25 years	75	23.4
	26 years to 40 years	114	35.5
	41 years to 50 years	88	27.4
	More than 50 years	44	13.7
Total	321	100	

VI.2. Instrument

In order to collect the necessary data and to test the hypotheses of the study, a well structured questionnaire was used. The questionnaire consists of three sections. First section includes 10 questions about demographic information of respondents. Second section contains 24 statements representing spiritual intelligence Self-Report Inventory to measure spiritual intelligence of corporate executives.

Third section contains 16 statements of Likert's of five point scale representing happiness, control, optimism, mindfulness and flow, hardiness, communications, relationships and compassion and empathy to measure psychological resilience of corporate executives. Further, third section contains another 24 statements of Likert's of five point scale representing self awareness, social awareness, self management and social skills to measure emotional intelligence of corporate executives.

VI.3. Reliability

For reliability evaluation, the study utilized Cronbach's alpha. The Cronbach's alpha reliability of all the variables were more than 0.7 ($\alpha > 0.7$) which indicates that all the scales demonstrated good reliability.

TABLE – 2: RELIABILITY

Instrument	Numbers	Cronbach's alpha co-efficient
Spiritual intelligence	24	.842
Emotional intelligence	24	.830
Psychological resilience	16	.905

VI.4. Validity

This research used factor analysis for considering the structure of research. Confirmatory Factor Analysis (CFA) was used to investigate the construction of the questionnaire. Factor analysis depicted that all the mentioned criteria have been measured in these questionnaires.

VII. RESULTS AND DISCUSSION

VII.1. Analysis of relationship among emotional intelligence, spiritual intelligence and psychological resilience

To examine inter relationship among the selected variables, "Pearson's correlation matrix" is drawn showing inter correlation among financial literacy, awareness about financial inclusion, factors causing financial exclusion and respondents' expectation gap towards financial services and products. The statistically significant variables are indicated by * as listed below.

** Correlation is significant at the 0.01 level (two-tailed)

* Correlation is significant at the 0.05 level (two-tailed).

The Pearson's correlation indicated in Table - 3 shows the relationship among emotional intelligence, spiritual intelligence and psychological resilience statistically.

Table – 3 Relationship Among Emotional Intelligence, Spiritual Intelligence And Psychological Resilience

Correlation	Emotional intelligence	Spiritual intelligence	Psychological resilience
Emotional intelligence	1	0.842**	0.783**
Spiritual intelligence	0.842**	1	0.792**
Psychological resilience	0.783**	0.792**	1

**Correlation is significant at 0.01 level (2 tailed)

The above correlation table reveals that

1. Emotional intelligence is positively and significantly correlated with spiritual intelligence (0.842) and psychological resilience of corporate executives (0.783).
2. Spiritual intelligence is positively and significantly correlated with emotional intelligence (0.842) and psychological resilience (0.792) of corporate executives.
3. Psychological resilience is positively and significantly correlated with emotional intelligence (0.783) and spiritual intelligence (0.792) of corporate executives.

From the above correlation analysis results, first null hypothesis of this study is rejected and it is concluded that

there is a significant relationship among emotional intelligence, spiritual intelligence and psychological resilience of corporate executives in India. Further, it can be understood that better the emotional and spiritual intelligence among corporate executives higher their psychological resilience.

VII.2. Regression analysis

Regression is a statistical technique that can be used to analyze the relationship between a single dependent (criterion) variable and single or several independent (predictor) variable(s). The objective of regression analysis is to use independent variables whose values are known to predict value of single dependent value selected.

VII.2.1. Impact of emotional intelligence on psychological resilience of corporate executives

H₀: There is no significant impact of emotional intelligence on psychological resilience of corporate executives

H₁: There is a significant impact of emotional intelligence on psychological resilience of corporate executives

In this part of the analysis, psychological resilience and independent variable are entered in regression analysis. The independent variable is emotional intelligence and the dependent variable is psychological resilience of corporate executives.

The Table – 4 shows the model summary for the R, R², adjusted R² and standard error of the estimate. The R² value indicates the percent of variance in the criterion (dependent variable) that is accounted for by the linear combination of predictor (independent) variables. Model 1 has R² value of .683 which indicates the variance accounted for by emotional intelligence.

TABLE – 4 MODEL SUMMARY

Model	R	R ²	Adjusted R ²	Std. error of the estimate
1	0.696 ^a	0.683	0.652	.20056

a. Predictors: (Constant) Emotional intelligence

TABLE – 5

ANOVA ^b						
MODEL		Sum of squares	Df	Mean square	F	Significance
1	Regression	203.128	1	203.128	5049.761	.000 ^b
	Residual	12.832	319	000.040		
	Total	215.960	320			

a. Predictors: (Constant) Emotional intelligence

b. Dependent variable: Psychological resilience

TABLE – 6

CO-EFFICIENTS ^a						
MODEL		Unstandardized coefficients		Standardized coefficients	T	Sig.
		B	Std. error	Beta		
1	Constant	-.084	.036		-2.336	.050
	Emotional intelligence	.865	.014	.783	71.06	.000

a. Dependent variable: Psychological resilience

The Table – 6 shows that independent variable emotional intelligence has significant impact on psychological resilience of corporate executives. The one way ANOVA (F test) in the table – 5 for model – 1 is also statistically significant. Therefore, it can be concluded that emotional intelligence has significant impact on psychological resilience of corporate executives. Therefore, the null hypothesis is rejected and alternative hypothesis is accepted and it is concluded that there is a significant impact of emotional intelligence on psychological resilience of corporate executives in India.

VII.2.2. Impact of spiritual intelligence on psychological resilience of corporate executives

H₀: There is no significant impact of spiritual intelligence on psychological resilience of corporate executives

H₁: There is a significant impact of spiritual intelligence on psychological resilience of corporate executives

In this part of the analysis, psychological resilience and independent variable are entered in regression analysis. The independent variable is spiritual intelligence and the dependent variable is psychological resilience of corporate executives.

The Table – 7 shows the model summary for the R, R², adjusted R² and standard error of the estimate. The R² value indicates the percent of variance in the criterion (dependent variable) that is accounted for by the linear combination of predictor (independent) variables. Model 1 has R² value of .772 which indicates the variance accounted for by spiritual intelligence.

TABLE – 7 MODEL SUMMARY

Model	R	R ²	Adjusted R ²	Std. error of the estimate
1	0.789 ^a	0.772	0.721	.09256

b. Predictors: (Constant) Spiritual intelligence

TABLE – 8

ANOVA ^b						
MODEL		Sum of squares	Df	Mean square	F	Significance
1	Regression	214.350	1	214.350	42467.099	.000 ^b
	Residual	1.610	319	.005		
	Total	215.960	320			

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c. Predictors: (Constant) Spiritual intelligence
d. Dependent variable: Psychological resilience

TABLE – 9

CO-EFFICIENTS ^a						
MODEL		Unstandardized coefficients		Standardized coefficients	T	Sig.
		B	Std. error	Beta		
1	Constant	.006	.012		.514	.607
	Spiritual intelligence	.798	.005	.792	206.07	.000

b. Dependent variable: Psychological resilience

The Table – 9 shows that independent variable spiritual intelligence has significant impact on psychological resilience of corporate executives. The one way ANOVA (F test) in the table – 8 for model – 1 is also statistically significant. Therefore, it can be concluded that spiritual intelligence has significant impact on psychological resilience of corporate executives. Therefore, the null hypothesis is rejected and alternative hypothesis is accepted and it is concluded that there is a significant impact of spiritual intelligence on psychological resilience of corporate executives in India.

VIII. CONCLUSION

The aim of the present study is to investigate the relationship among spiritual intelligence, emotional intelligence and psychological resilience of corporate executives in India. Further, the study intends to analyze impact of emotional intelligence and spiritual intelligence on psychological resilience of corporate executives. The study found that there is a positive and significant relationship among emotional intelligence, spiritual intelligence and psychological resilience of corporate executives and also found that there is a significant impact of emotional intelligence and spiritual intelligence on psychological resilience of corporate executives in India.