

Research Paper

The relationship of Spiritual Intelligence and Emotional Intelligence with Individual Work Performance in Indian Population

Vrushank Ram^{1*}, Dr. Anjali Sahai Srivastav²

ABSTRACT

The aim of this study was to establish the nature and direction of the relationship that spiritual and emotional intelligences share with individual work performance. For this study 75 currently-employed individuals were selected using convenient sampling method. The respondents were introduced to the topic and the purpose of this study. The SQ-WP correlation using Pearson correlation was found to be 0.599 and the EQ-WP correlation was found to be 0.639. Analysing the responses collected during this study shows that there is a significant positive relationship between spiritual and emotional intelligences and individual work performance.

Keywords: *Spiritual Intelligence (SQ), Emotional Intelligence (EQ), Individual Work Performance (WP)*

Human beings are complex creatures with complex emotions and seemingly distant and supposedly obsolete experiences sometimes underlying of such emotions. Spiritual intelligence and emotional intelligence are a part and parcel of what makes us, humans unique. They help us connect with people around us forming meaningful interpersonal bonds, ask questions delving into the deeper aspects of our experiences, put it into context and seek greater meaning in life. This study involves 3 variables; Spiritual intelligence, emotional intelligence and individual work performance. The term “**spiritual intelligence**” was first coined by Dana Zohar in her book *Rewriting the Corporate Brain*. Endo quality, a book published by Ken O'Donnell an author of *Australian Decent* who was living in Brazil, in 1997, introduced the concept of ‘spiritual intelligence’ too. It refers to one's ability to identify and connect at a deeper level to oneself and the human experience to find meaning and purpose in our life. The concept of **emotional intelligence** (EQ) was first introduced by Peter Salovey and John D. Mayer in their 1990 research paper “Emotional Intelligence”. Emotional intelligence, in its most simple sense, refers to an individual's ability to both, identify and manage one's own emotions in a healthy way and understanding the emotions of those around you. This definition was later refined and categorized into 4 abilities: Perceiving, Using, Understanding, Managing emotions. In the simplest form, **individual work performance** can be defined as the action of successfully completing a

¹Student, Amity Institute of Psychology and Allied Sciences, Amity University, Noida, UP, India

²Assistant Professor, Amity Institute of Psychology and Allied Sciences, Amity University, Noida, UP, India

*Corresponding Author

Received: May 1, 2024; Revision Received: May 21, 2024; Accepted: May 24, 2024

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task, or function. While work productivity is focused more on the number of hours/amount of work an employee did in a day regardless of the quality of output given by the employee; work performance is defined as something that an employee works on each day, while also making allowances for improvement.

THEORETICAL FRAMEWORK

Howard Gardner developed his theory of multiple intelligences. He described spiritual intelligence as a combination of three aspects or components, namely: Existential intelligence, State of spiritual experience, Social Aspect. **Francesc Torralba**, on the other hand had said that each individual had an internal yearning for the integration of their being to a much larger whole. He described spiritual intelligence as that ability of humans which has a more universal character in the sense of feeling humility and being connected to something larger than any individual's self.

As per **Howard Gardner's** theory of multiple intelligences developed in the 1980s Emotional intelligence can be thought of as being comprised of 2 of the intellectual forms proposed by Howard Gardner: Intrapersonal Intelligence, Interpersonal Intelligence. Whereas **Daniel Goleman** in his 1995 bestseller *Emotional Intelligence*, emotional intelligence can be thought to be comprised of 5 elements: Self-awareness, Self-regulation, Motivation, Empathy, Social Skills. A person with high emotional intelligence is able to identify the emotions they might be feeling in a situation, the reason for those emotions and what they signify, how to communicate them, and, in turn, how it may affect oneself and our behaviour which, by extension, impact those around us.

Fredrick W. Taylor's perspective is rooted in a scientific approach towards management and performance. He defines individual work performance as "the efficient execution of tasks and duties through the systematic analysis of work processes, standardization of methods, and close supervision of workers to maximize productivity." While **Fredrick Herzberg** proposed a two factor theory which states that work performance is a combination of motivational factors which are like incentives to the employee to try to improve their performance; and hygiene factors such as the working conditions etc. help in controlling a sense of job dissatisfaction among employees.

REVIEW OF LITERATURE

Jamshid Ali Turi Et. Al (2020) conducted research on forming a correlation of emotional and spiritual intelligences with the academic performance among the students of Pakistan. The study used 113 Students as it's sample. Results show a positive correlation and impact of emotional and spiritual intelligences with students' academic performance.

Reni Sancoko Et Al (2019) conducted a research to study the relationship between employee performance at work, organizational culture, emotional and spiritual intelligences. The study had a sample size of 128 respondents. The research verified the findings that organizational culture and performance at work were found to be higher in those with higher emotional and spiritual intelligence.

Tareg Mohamed Et Al (2020) conducted a research to study the relationship that social, emotional and spiritual intelligences have with overall job satisfaction of public sector employees from high risk country. The target sample for this study were employees of

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public sector from Libya. The study demonstrated that there is a direct positive relationship of social, emotional and spiritual intelligences with overall job satisfaction of employees.

Mahdi Salehi Et Al (2017) conducted a research on assessing the impact that emotional and spiritual intelligences possessed by the managers have on activities such non tax avoidance, etc. by manufacturing units. The study involved 178 manufacturing units. The study shows that the a significant correlation exists between the emotional and spiritual intelligence of the managers of such manufacturing units and the activities of poor quality of corporate disclosure, tax avoidance etc. Occurring.

METHODOLOGY

Aim:

To study the relationship of spiritual and emotional intelligences with individual work performance.

Objectives:

- To study the relationship of spiritual intelligence with individual work performance.
- To study the relationship of emotional intelligence with individual work performance.

Hypothesis:

- There will be a significant positive relationship between spiritual intelligence and individual work performance.
- There will be a significant positive relationship between emotional intelligence and individual work performance.

Sample and Its Selection

- The nature of sample would include individuals falling in the age range of 18-45 years.
- Individuals who are currently employed.
- The size of the sample would be approximately 75 adults.

Description of tools employed

- **Spiritual Intelligence Scale** was developed by K. S. Mishra in 2014. It is a 42 item self-report questionnaire with Likert type scale. It is used to assess reasoning, belief, effort, spiritual understanding. There's no fixed time limit for completing this questionnaire. Guttman Split- half reliability coefficient for SIS are 0.864 for UG-PG students sample and 0.852 for 9-11 class students. value of Cronbach's alpha coefficient is 0.890 and 0.874 respectively.
- **The Schutte Self Report Emotional Intelligence Test** Schutte self-report emotional intelligence test (SSEIT) measures emotional intelligence of an individual using 4 subscales: emotion perception, utilizing emotions, managing self-relevant emotions, managing other's emotions. It is a 33 item likert type questionnaire. Schutte and her colleges report a reliability rating of 0.90 for their emotional intelligence scale. The emotional intelligence score has been found reliable for both adolescents and adults.
- **Individual Work Performance Scale** Individual work performance questionnaire is a brief 18 item self-report scale which measures the main dimensions of job performance, namely, task performance, contextual performance, counterproductive

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behaviours. The individual work performance questionnaire has been found to have excellent reliability for task performance ($\alpha = 0.78$), contextual performance ($\alpha = 0.85$) and counterproductive work behavior ($\alpha = 0.79$). Furthermore, the study showed good results concerning the internal consistency of the American-English IWPQ (Cronbach's alphas for the scales between 0.79 and 0.89) and good content validity.

Procedure

The following steps were followed while collection of responses for this research study:

- Researcher physically met the respondents by asking for a convenient time for them.
- The respondents were introduced to the topic and explained the aim of this study; any queries were addressed.
- The respondents were informed about the ethical code and informed about confidentiality and taking their consent to take part in the study.
- The respondents were given physical questionnaires to fill; any queries they had about any question/questionnaire were clarified.

Statistical Analysis

The questionnaires were scored individually and the total score for each respondent was used to calculate the mean. Correlation has been used to measure the nature and direction of the relationship spiritual intelligence (SQ) has with individual work performance. Correlation has been used to measure the nature and direction of the relationship emotional intelligence (EQ) has with individual work performance.

RESULT

Table 1: Shows the mean (=113.9600) and standard deviation (=22.52293) Emotional intelligence.

Report		
E.Q		
Mean	N	Std. Deviation
113.9600	75	22.52293

Case Processing Summary						
	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
E.Q	75	100.0%	0	0.0%	75	100.0%

Table 2: Shows the mean (=148.0267) and standard deviation (=31.03833) of Spiritual intelligence.

Report		
S.Q		
Mean	N	Std. Deviation
148.0267	75	31.03833

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Case Processing Summary

	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
	S.Q	75	100.0%	0	0.0%	75

Table 3: Shows the mean (=45.0800) and standard deviation (=11.27034) of individual work performance.

Report

WP		
Mean	N	Std. Deviation
45.0800	75	11.27034

Case Processing Summary

	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
	WP	75	100.0%	0	0.0%	75

Table 4: It shows a positive correlation between spiritual intelligence and work performance (Pearson coefficient = 0.599) which is significant.

Correlations

		S.Q	WP
S.Q	Pearson Correlation	1	.599**
	Sig. (2-tailed)		<.001
	N	75	75
WP	Pearson Correlation	.599**	1
	Sig. (2-tailed)	<.001	
	N	75	75

** . Correlation is significant at the 0.01 level (2-tailed).

Table 5: It shows a positive correlation between emotional intelligence and work performance (Pearson coefficient = 0.639) which is significant.

Correlations

		WP	E.Q
WP	Pearson Correlation	1	.639**
	Sig. (2-tailed)		<.001
	N	75	75
E.Q	Pearson Correlation	.639**	1
	Sig. (2-tailed)	<.001	
	N	75	75

** . Correlation is significant at the 0.01 level (2-tailed).

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DISCUSSION

The aim of this study was to determine the relationship spiritual intelligence and emotional intelligence have with individual work performance, Hypothesis 1 was that spiritual intelligence will have a significant positive relationship with individual work performance; as shown in table 4, there is a significant positive correlation between spiritual intelligence and work performance. This indicates that people who are spiritually intelligent, i.e. people who have a higher ability to identify and connect at a deeper level to oneself and the human experience to find meaning and purpose in our life, also show a better performance at work. This study shows that individuals with higher spiritual intelligence exhibit better individual work performance and hence, might be viewed as hard workers and assets by their employers and might make them more favourable in their organization to be considered for promotions, pay raises and contingency based incentives.

Hypothesis 2 was that emotional intelligence will have a significant positive relationship with individual work performance; as described in table 5, Pearson correlation between work performance and emotional intelligence was calculated using SPSS software to be 0.639. This shows that there is a significant positive relationship between emotional intelligence and work performance. People who have a higher ability to identify their own emotions and those of others and are able to manage them in a healthy way tend to have a higher performance at work too. Individuals with higher emotional intelligence are found to be more forthcoming, taking initiatives and responsibilities in the work place, and working on improving themselves. Such people might be viewed as hard workers and assets by their employers and might make them more favourable in their organization to be considered for promotions, pay raises and contingency based incentives.

CONCLUSION

The aim of this study was to establish the nature and direction of the relationship that spiritual and emotional intelligences share with individual work performance, For this study 75, currently employed individuals were selected using random sampling method. The respondents were introduced to the topic and the purpose of this study. Ethical considerations such as confidentiality of responses and consent to participate were explained. The respondents were introduced to the questionnaires and any doubts were cleared. The responses collected by means of questionnaires (offline) were scored by the researcher. IBM SPSS Statistics Data Editor software was used to calculate the correlation between spiritual intelligence and individual work performance; and emotional intelligence and work performance. The SQ-WP correlation using pearson correlation was found to be 0.599 and the EQ-WP correlation was found to be 0.639. An analysing the responses collected during this study shows that there is a significant positive relationship between spiritual and emotional intelligences and individual work performance. This study shows that individuals with higher spiritual intelligence and emotional intelligence exhibit better individual work performance and hence, might be viewed as hard workers and assets by their employers and might make them more favorable in their organization to be considered for promotions, pay raises and contingency based incentives.

Limitations

A limitation of this data is that it's results are based on responses primarily from individuals living in tier-1/metropolitan cities, so we can't say with absolute certainty whether such a correlation between spiritual and emotional intelligences and individual work performance exists in tier-2 cities and rural areas of this country, where the employment landscape,

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demographics and resources such as access to healthcare, secured income, etc. Might not be the same as in tier-1 cities. Another possibility is considering the questionnaires used ask people some personal questions and in-depth questions, some responses might not be genuine which could skew the results. The responses in this study may not be representative of all people currently employed in the country.

Scope for Advancement

To improve future studies, researchers could use wider sample size and they could compare it for religious and cultural background to get a sample more representative of the Indian population. It would also be a good research control to add a comparison based on gender, socio-economic status, and region to get a better understanding of individual variables as well as their relationship with each other when studied together.

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Acknowledgment

The author(s) appreciates all those who participated in the study and helped to facilitate the research process.

Conflict of Interest

The author(s) declared no conflict of interest.

How to cite this article: Ram, V. & Srivastav, A.S. (2024). The relationship of Spiritual Intelligence and Emotional Intelligence with Individual Work Performance in Indian Population. *International Journal of Indian Psychology*, 12(2), 403-409. DIP:18.01.455.20241202, DOI:10.25215/1202.455