

Investigating Emotional Intelligence and Psychological Resilience of Corporate Executives in Relation to Spiritual Intelligence

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Abstract: *The study is designed to study about role of emotional intelligence in resilience behavior of corporate executives keeping their spiritual intelligence as intervening variable. 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 Structural Equation Modeling Path analysis to find out role of emotional intelligence in resilience behavior of corporate executives in relation to spiritual intelligence.*

Keywords: Emotional intelligence, Spiritual intelligence, Psychological Resilience, Corporate executives

Introduction

Organizational stress is rooted in the fact that there is dynamically changing structure of workforce, an increased utilisation of information and communication technology, globalisation of the economy and increased flexibility of work. Managers run at particularly high risk of experiencing excessive mental workload because of the emotional demands they face in their daily jobs resulting from interactions with people i.e. team members as well as outsiders. They have the responsibility to meet the organizations' goals and objectives as well as keep their team members and subordinates in a healthy frame of mind. They have to shield their teams and at the same time ensure that quality and quantity of work is not compromised. Such issues are more visible today than they were decades ago. Today the focus of human resource departments is on the maximum utilization of the human resource at work. A manager's role in the organization is very critical and challenging. He has to motivate employees to work harder, ensure that their jobs are appropriately designed, resolve conflicts, evaluate their performance, and help them set goals to achieve rewards. He needs to have understanding of personal needs and motives, how to improve decision-making capabilities, how to respond to and control stress, how to better communicate with a variety of colleagues, peers, and co-workers inside the organization and suppliers, customers, competitors, government officials, representatives of citizens' groups, union officials, and potential joint venture partners outside the organization. Facing such challenges may lead to stress.

Different people exhibit different reaction patterns to these challenges in spite of being in the same situation, due to different social psychological perspective acting on them. The experience of stress related to work can cause unusual and dysfunctional behavior at work and contribute to poor physical and mental health in some individuals. Non resiliency on the part of

employee leads to several negative social psychological consequences like hypertension, depression, burnout, cardiovascular disease, and other bodily dysfunctions. It becomes difficult for them to maintain the usual work-life balance.

Stressed workers were more likely to be unhealthy, poorly motivated, less productive and less safe at work. Their organizations were less likely to succeed in a competitive market. This resulted in unexpectedly high sick leave, productivity loss and high health care costs. Stress adversely affects performance. Individuals show lack of effective judgment and decision making. Stress adversely affects individuals' ability to recall.

Individuals under stress are unable to relax, become irritable and face problems like lack of concentration. They also have sleep difficulties and feel anxious and tired all the time. They find it difficult to take decisions and think logically. They show symptoms of lack of commitment and are unable to enjoy work. They also face health problems such as heart diseases, increased blood pressure, headaches and disorders of the digestive system. Stress has negative impact on individual's performance at work and functioning of the organization. Absenteeism and staff turnover increases and commitment to work decreases. Virtually everyone misses work occasionally, some people miss far more than others. Some look for excuses to miss work, others miss work only when absolutely necessary. In such regular uninformed or unexpected leaves or absence, there are no proper handover and takeover resulting in confusion, time wastage and financial loss. Productivity also drops down. The recruitment process gets adversely affected damaging the image of organization both among its own employees and external parties.

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.

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 on psychological resilience of corporate executives in relation to spiritual intelligence.

Review of Literature

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.

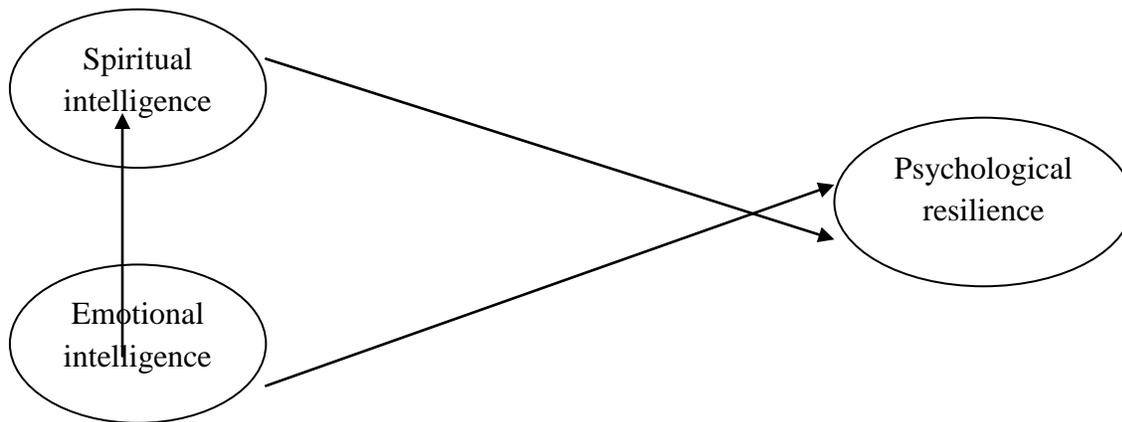
Recent studies show that religious approaches and hope for the future are considered as potential protective factors of resiliency in individuals. Various studies show that being religious creates objectivity in adolescents and despite their current problems, some of teenagers use their faith to create 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.

Spirituality is considered as a basic knowledge that increases environmental adaptability of people, and has at least five efficiency which leads to adaptive behaviors: Capability to sublimate deeds in order to orient with integration of world, experiencing a high level of self-consciousness, investigating and purifying daily experiences about individual and spiritual and religious feeling, using spiritual sources to solve life problems and virtuous deeds such as forgiveness, self-sacrifice, etc.

In recent years, positive psychology approaches, with the theme of human capabilities and talent, has been privileged the researchers in the field of psychology. One of the structures in positive psychology is psychological resiliency. Resiliency is conceptualized as one of the main structure for the understanding of character motivation, emotion and behavior. Resiliency is a person's Ability to balance the biological, psychological - spiritual in dangerous situations. Werner and Smith (1992) identify the resiliency "Man self-correcting mechanism". In addition to Werner view (1997) resiliency is, regardless of the risks, the potential factor for everyone to make a change. Block (2002) believed resiliency to [be the] adaptability skill per environmental conditions. The overall Effective factors in resiliency include internal factors personality traits, intelligence, etc and external factors family, school, etc. One of the internal factors is emotional intelligence.

Research Model and Hypotheses of the Study



1. **H₀:** There is no significant relationship between emotional intelligence and psychological resilience of corporate executives
2. **H₀:** There is no significant relationship between spiritual intelligence and psychological resilience of corporate executives
3. **H₀:** There is no significant impact of emotional intelligence on spiritual intelligence of corporate executives
4. **H₀:** There is no significant impact of emotional intelligence on psychological resilience of corporate executives when there is intervention of spiritual intelligence

Research Methodology

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

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.

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

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.

Results and Discussion

Structural Equation Modeling (SEM)

Structural equation modeling (SEM) is a statistical technique for testing and estimating causal relations using a combination of statistical data and qualitative causal assumptions. Structural equation models (SEM) allow both confirmatory and exploratory modeling which means that they are suited to both theory testing and theory development. Confirmatory modeling usually starts out with a hypothesis that gets represented in a causal model.

The concepts used in the model must then be put in to operation to allow testing of the relationships between the concepts in the model. The model is tested against the obtained measurement data to determine how well the model fits the data. The causal assumptions embedded in the model often have falsifiable implications which can be tested against the data.

One of the strengths of SEM is the ability to construct latent variables: variables that are not measured directly, but are estimated in the model from several measured variables, each of which is predicted to 'tap into' the latent variables. This allows the modeler to explicitly capture the unreliability of measurement in the model, which in theory allows the structural relations between latent variables to be accurately estimated. Factor analysis, path analysis and regression all represent special cases of SEM.

In SEM, the qualitative causal assumptions are represented by the missing variables in each equation, as well as vanishing co-variances among some error terms. These assumptions are testable in experimental studies and must be confirmed judgmentally in observational studies.

In this study, in order to find out the relationship among and impact of emotional intelligence, spiritual intelligence and psychological resilience of corporate executives, a path analysis in Visual PLS was carried out.

Path Analysis

In contrast to the separate regressions approach, a statistical technique known as path analysis (or simultaneous equations) can be used to obtain both the path values (estimated $\hat{\beta}$) for the model and a test of the overall model fit. This technique is actually a special case of SEM, one that only involves observed variables, so it will be discussed in some detail.

The goal of path analysis, and more generally of SEM, is to see how well our proposed model, which is a set of specified causal and non-causal relationships among variables, accounts for the observed relationships among these variables.

The observed relationships are usually the co-variances, summarized in the sample covariance matrix, which will be called S . If the researcher could measure everyone in the population, he would obtain the population covariance matrix, Σ . Of course he cannot do that, but S serves as a good estimate of Σ , and this estimate gets better as the sample grows larger. The most important idea in SEM is that under the proposed model, the population covariance matrix Σ has a certain structure; that is, some of its elements are functions of other elements or other parameters in the model (such as regression coefficients).

If one estimates these more basic parameters from the data, he can compute an estimate of the population Co-variance matrix (call it Σ_1) that is based on the assumed model as well as the data. When the model is true, S and Σ_1 are estimates of the same thing, namely Σ . When the model is false, they are not. Thus, one can evaluate model fit by comparing S and Σ_1 as estimated from the sample.

Reliability Analysis for the Research Model

Table 3: Reliability Analysis for the Research Model

Construct	Composite Reliability	AVE	Cronbach Alpha
Spiritual intelligence	0.9771	0.6411	0.9763
Emotional intelligence	0.9658	0.5448	0.9602
Psychological resilience	0.9552	0.5720	0.963.6

The scale reliability statistics of the constructs showed composite reliability of 0.97, 0.96 and 0.95 for spiritual intelligence, emotional intelligence and psychological resilience respectively. These composite reliability scores are above the recommended level of 0.70. Composite reliability has been the internal consistency measure developed by Fornell & Larcker which is similar to Cronbach's alpha. To assess the discriminate validity, Average Variance Extracted (AVE) suggested by Fornell & Larcker has been used. AVE has been 0.64, 0.54 and 0.57 for the variables spiritual intelligence, emotional intelligence and psychological resilience respectively against 0.5 which is the required level of AVE. Cronbach's alpha coefficient greater than 0.7 is acceptable and Cronbach's alpha coefficient for the variables spiritual intelligence, emotional intelligence and psychological resilience are 0.97, 0.96 and 0.96 respectively. Therefore, the variables are highly reliable to be used in the research.

Table 4: Correlation Analysis for the Research Model

Correlation	Spiritual intelligence	Emotional intelligence	Psychological resilience
Spiritual intelligence	1.000		
Emotional intelligence	0.948	1.000	
Psychological resilience	0.814	0.824	1.000

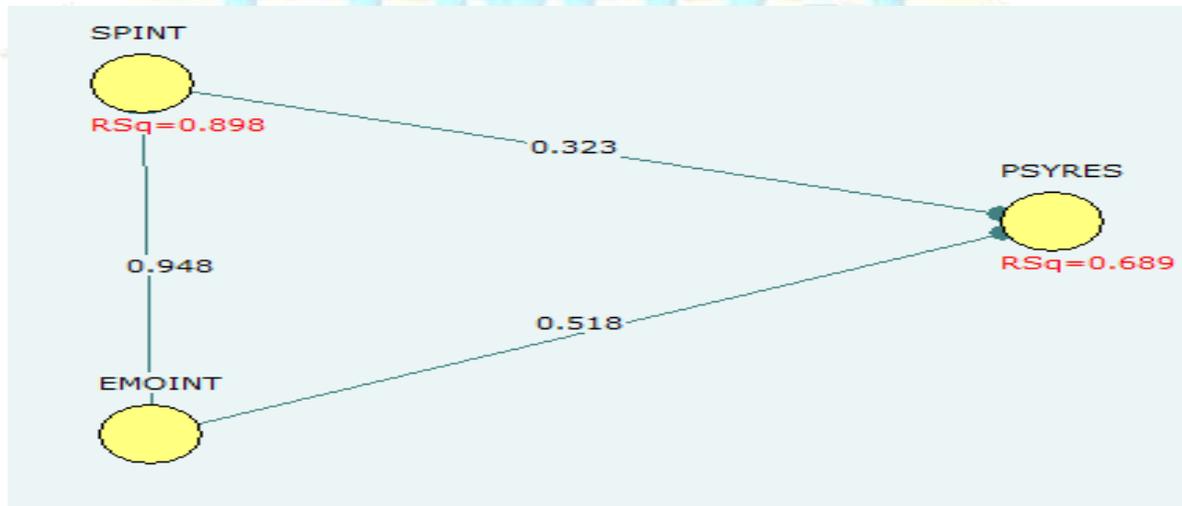
Table 4 shows correlation among core variables of the study namely spiritual intelligence, emotional intelligence and psychological resilience. The important correlation characteristics prevailing among the core variables, considered for the research model, are summarized below;

1. Spiritual intelligence is positively correlated with emotional intelligence (0.948) and psychological resilience (0.814).
2. Emotional intelligence is positively correlated with psychological resilience (0.824) and spiritual intelligence (0.948).
3. Psychological resilience is positively correlated with emotional intelligence (0.824) and spiritual intelligence (0.814)

From the correlation analysis, it can be observed that spiritual intelligence, emotional intelligence and psychological resilience are positively correlated with one another which show the strength of the research model. Further, the correlation analysis rejects null hypotheses 1 and 2. Therefore, it can be concluded that there is a significant relationship between spiritual intelligence and emotional intelligence of corporate executives and there is a significant relationship between spiritual intelligence and psychological resilience of corporate executives.

The tested model of the path analysis is given below:

FIGURE 1: TESTED SEM PATH ANALYSIS MODEL



The tested Path analysis model reveals the following relationship among core variables of the study when Beta values are compared;

1. Emotional intelligence strongly and positively influences spiritual intelligence (Beta value: 0.948) and moderately influences psychological resilience (Beta value: 0.518).
2. Spiritual intelligence positively but not strongly influences psychological intelligence (Beta value: 0.323).
3. Very importantly, when spiritual intelligence is influenced by emotional intelligence, spiritual intelligence does not influence psychological resilience strongly (Beta value: $0.948 \times 0.323 = 0.306$).

Further, the tested Path analysis model depicts impact of emotional intelligence on psychological resilience of corporate executives and impact of emotional intelligence on psychological resilience of corporate executives in relation to spiritual intelligence.

Impact of emotional intelligence on spiritual intelligence of corporate executives

The tested path analysis model reveals that emotional intelligence influences spiritual intelligence to the extent of 89.8% ($R^2 = 0.898$).

Impact of emotional intelligence on psychological resilience of corporate executives in relation to spiritual intelligence

The tested path analysis model discloses that emotional intelligence influences psychological resilience of corporate executives in relation to spiritual intelligence to the extent of 68.9% ($R^2 = 0.689$).

The above results reject the null hypotheses 3 and 4. Therefore, it can be concluded that there is a significant impact of emotional intelligence on spiritual intelligence of corporate executives and there is a significant impact of emotional intelligence on psychological resilience of corporate executives in relation to spiritual intelligence.

Further, it can be understood that emotional intelligence influences psychological resilience of corporate executives strongly purchase through spiritual intelligence and the conceptual research model of this research is proved and validated.

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 on psychological resilience of corporate executives in relation to spiritual intelligence. The study found that there is a positive relationship among emotional intelligence, spiritual intelligence and psychological resilience of corporate executives and also found that there is a significant impact of emotional intelligence on psychological resilience of corporate executives in relation to spiritual intelligence.

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