

# Relationship between Spiritual Quotient and Managerial Effectiveness: A Study on Managers

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**Abstract:** *The purpose of the present study was to investigate if there exists a relationship between managerial effectiveness and spiritual quotient. The study was conducted on 150 Managers of apparel industry. The tests that were used to collect the data were Spirituality Quotient Scale by K. Koradia, K. Singhal and D. Narang and Managerial Effectiveness Scale by UpinderDhar, Preeti Jain and Santosh Dhar. The results of the study reveal that there is a positive correlation between SQ and Managerial effectiveness.*

**Keywords:** spiritual quotient, spirituality, spiritual intelligence, managerial effectiveness

## 1. Introduction

### Managerial Effectiveness

With education and skill being the new yardsticks of defining one's ability to reach a manager's role and the number of years of experience becoming redundant, the organizations today observe a fresh, young and enthusiastic breed of young managers leading teams and redefining success.

Managerial Effectiveness i.e. how effective a person is in his managerial role therefore is being explained in absolutely new terms. Since this young breed doesn't conform to autocratic ways of leadership and works a lot on emotion, gut feel and intuition, some of the new terms that have come into play are spirituality, emotions and values.

Review of Literature says that, Likert in 1961 had brought emphasis on the fact that in order to demonstrate a high degree of effectiveness in meeting personal and work goals a manager must be adaptive to a specific situation and needs of his/her followers. Reddin (1970) defined managerial effectiveness as output, and said that, it is dependent upon the output with regards to one's position in the organization. However his definition lacked any emphasis upon morale and satisfaction of group members.

Campbell et al., 1970 further explained that given a situation of complexity and ambiguity, an effective manager is someone who will optimize the resources for better organizational functioning.

In 1977, Drucker made managerial effectiveness independent of the situation. According to him, it is all about a manager's habit of solving a problem in a particular way. This habit once developed through practice will help the manager perform well irrespective of the situation.

Black and Edward (1979) proposed that the best way to measure a manager's effectiveness is by reviewing the difference between the quantity actually produced and the quantity planned.

In recent years as observed, there has been an increased focus on the skills, abilities and characteristics of "effective" managers at the level of the individual, the organization, and the nation (Boyatsis, 1982; Dulewicz & Higgs, 2000; Grugulis, 1998; Page et al., 1994).

### Spiritual Quotient

The term spirituality in itself evokes several meanings and definitions, belief in religion, fear of god or a higher sense of self. In this research paper, Spirituality is defined as an amalgamation of practices that integrate work, life and relationships and hence enhance the quality of work output and the ability to deal creatively with uncertain situations.

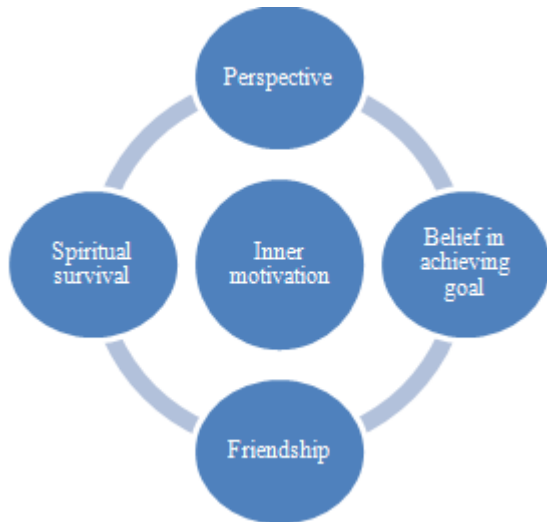
In today's rapidly changing times, the modern organization calls for a manager who is not only intelligent or skilled but is also mindful of emotions and spirit.

Citing examples from large corporations (such as Intel, Wal-Mart, Xerox, Ford, Nike, and Harley-Davidson), Palmer (2001) explains that organizations today encourage spirituality in their work environments. Also spirituality in organizations has been increasingly considered by (a) managers, (b) executives, (c) employees, and (d) researchers (Miller, 1998, Oliveira, 2003).

Various authors have defined spirituality in their own way.

Spirituality is an inseparable part of every employee (Campuzano and Seteroff, 2009). According to Mitroff and Denton, spirituality is "the basic feeling of being connected with one's complete self, others, and the entire universe". Ashmos and Duchon (2000) explained spirituality in the context of how one indulges in community work and Benner (1989) believed that spirituality involves the process of establishing and maintaining a relationship with God.

The spiritual leadership theory has been developed based on inner motivation which is a combination of perspective, belief in achieving the goal, friendship and spiritual survival.



Spiritual leadership is the trait that most organizations seek in their new age managers. This kind of leadership elicits a spiritual thrust in the employees wherein they understand themselves, their coworkers and organization better and thus build a relationship of trust and respect. Such a manager forms a team which is beyond money, promotions and benefits because they bind in spirit.

Spirituality is gaining popularity in corporate world simply because it is the greatest tools that can make an organization survive turmoil and time of unrest.

## 2. Methodology

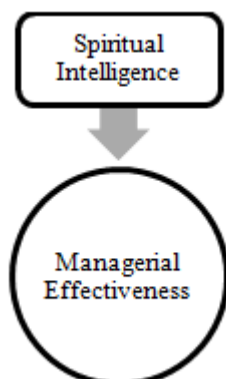
### Sample

The present study has been conducted on 150 managers from apparel industry. The present study was done on managers having work experience in the range of 5-7 years of work experience.

### Tools used:

Spirituality Quotient Scale by K. Koradia , K. Singhal and D. Narang was used to measure Spiritual Quotient and Managerial Effectiveness Scale by UpinderDhar, Preeti Jain and Santosh Dhar was used to measure Managerial effectiveness.

### Research Design – Correlational Design



## 3. Results

	ME
SQ	.663**

\*\*Correlation is significant at the 0.01 level

## 4. Discussion

In order to explore if individuals who are inclined to spirituality and seek a higher purpose in life also make more effective managers, data was collected from 150 managers of apparel industry. The hypothesis formulated stated that there will be no relationship between spiritual quotient and managerial effectiveness. On correlating the SQ scores with ME scores the data indicated that the manager's spiritual quotient and managerial effectiveness were positively correlated,  $r = .663$ , was found to be significant at 0.01 level. As per the data in this research the high scores on SQ scale indicate high managerial effectiveness. This high score is indicative of rise in the organization in the areas of interest in spiritual values (Brandt 1996, Galen 1996, Labbs 1995, Viecek 1992) and increasing spirituality at workplace (Pulmer 2001). A spiritually intelligent leader is equipped to make adaptive use of spiritual information that aids him to solve day to day problems and also helps him achieve goals he sets for himself (Emmons 2000).

A manager who is high on SQ doesn't not get carried away in a situation easily, he maintains a balance between inner and outer peace and shows compassion to others and behaves with wisdom (Wigglesworth 2002)

Our study shows that these managers as spiritually intelligent individuals are better keyed into their consciousness, have deep existential questions that they seeks meaning of Vaughn (2002), that makes them more tolerant, adaptable and caring. It also leads to development of clarity in their sense of identity especially so in the case of relationships they make at work.

With a spiritual mental framework individuals find more meaning in work, are able to identify and align values to that of the organization and have a clear sense of purpose. For these managers who are high on SQ, their career is not only to go up the hierarchy it the path of self-enlightenment that motivates to master skills required to grow spiritually (Konz and Ryan, 1999, p201).

High SQ managers also demonstrate a better ability to understand the change in environment and adapt better to it, they are also better at trusting others and are highly committed to their organization (Mohamed et al., 2004).

A good spiritual Leader who is on the journey of self-realization has found a way to strike the right balance between his work and family commitments together with his quest for being spiritual. (Ashar& Lane-Maher, 2004).

It can be hence concluded that spiritually intelligent leaders contribute better to leadership effectiveness (Amram, 2009) and also exhibit better financial performance (Collins, 2001; Tischler et al., 2002, Sternberg, 2007)

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