

Impact of Emotional Intelligence and Spiritual Intelligence on Leadership Effectiveness- A Study Related to Banking Organization in Rajasthan: Analysis Approach

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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.

1.0 Introduction:

In today's dynamic environment business organization requires competent leadership effectiveness based employee which is only possible through effective leaders. Leaders envision goals for the organization, which act as basis for further strategies and plans to realize those visions by performing functions such as planning, organizing, staffing, controlling and coordinating. Thus, for smooth day to day functioning and long term existence of an organization, it is quintessential to retain leaders who utilize academic, emotional and spiritual intelligence together.

It is in wake of these contextual factors that the study is being conducted on impact of academic intelligence, emotional intelligence and spiritual intelligence on leadership effectiveness. By identifying positive or negative impact of **EMOTIONAL INTELLIGENCE, SPIRITUAL INTELLIGENCE on LEADERSHIP EFFECTIVENESS**, it can be determined whether the organization should consider these three intelligences while

choosing leaders or not. If they should be considered, priority among three intelligences can also be determined. If these three intelligences positively affect leadership effectiveness, by promoting all the intelligences, the organization can have leaders who are emotionally, rationally stable and effective at all levels which enhances the productivity, efficiency, capability, capacity, etc. of the organization. Through high leadership effectiveness employees' performance becomes better, conflicts are easily managed, team spirit and cooperativeness is encouraged, group and interpersonal effectiveness also increases, leadership potential and competencies are enhanced.

The purpose of study is to determine the relationship of AI, EI, SI, as perceived by the two companies' employees and their perceived leadership effectiveness as measured by the statistical analysis, data analysis, hypothesis proved, are now more than ever being faced with profusely, increasingly, difficult issues within the scope of their daily work processes.

EMOTONAL intelligence EMOTIONAL Intelligence (EI) has been asserted significant for execution of pioneers and laborers in associations. However, little exploration has analyzed these issues in Indian setting. The current examination investigates the connection between the four elements of Emotional Intelligence: mindfulness, self-administration, social mindfulness and social abilities and Six styles of Leadership: spearheading, key, the board/organization, and group, peaceful and empowering styles. The discoveries support the case of positive effect of passionate insight on authority.

Academic intelligence (AI) is the ability of a person to utilize his/her education for the job he/she is holding or going to held by applying techniques of reasoning, interpretation and language proficiency.

SPRITUAL INTELEGENCE (SI) Robert Emmons (2000) defines spiritual intelligence as "the adaptive use of spiritual information to facilitate everyday problem solving and goal attainment." Singh G. (2008) defined spiritual intelligence as "an innate ability of thinking and understanding of spiritual phenomenon and to guide the everyday behaviour by spiritual ideology". Spiritual intelligence is described in Tony Buzan's (2001) book The Power of Spiritual intelligence as 'Awareness of the world and your place in it'. Kathleen Noble (2000/2001) identifies spiritual intelligence as an innate human potential. She agrees with Emmons' (2000) core abilities and adds two others:

1. The conscious recognition that physical reality is embedded within a larger, multidimensional reality with which we interact, consciously and unconsciously, on a moment to moment basis.
2. The conscious pursuit of psychological health, not only for ourselves but also for the sake of the global community. Frances Vaughan (2002) defined as "Spiritual intelligence is concerned with the inner life of mind and spirit and its relationship to being in the world."

Leadership Effectiveness: A pioneer is an individual who impacts a gathering of people towards accomplishing a particular goal. A powerful pioneer is a particularly persuasive individual who propels an individual or a gathering of people to achieve an objective or set of goals more productively than they would have something else achieved without that pioneer's inclusion.

1.1 Problem Statement:

The motivation behind this investigation was to inspect the relationship of passionate insight as seen by senior level college supported exploration organization experts' and their apparent authority adequacy. In particular, this investigation utilized the Bar-On (1997) Emotional Quotient Inventory (Bar-On EQ-I) to gauge the five composite scores (Intrapersonal, Interpersonal, Adaptability, Stress Management, and General Mood) and the 15 subscales of (a) Self-Regard, (b) Emotional Self-Awareness, (c) Assertiveness, (d) Independence, (e) Self-Actualization, (f) Empathy, (g) Social Obligation, (h) Interpersonal Relationship, (I) Reality Testing, (j) Flexibility, (k) Critical thinking, (l) Stress Tolerance, (m), Impulse Control, (n) Optimism, and (o) Joy. The administration practices of

testing the cycle, moving a common vision, empowering others to act, demonstrating the way, and empowering the heart were inspected utilizing the Kouzes and Posner (2003) Leadership Practices Inventory (LPI) for Self.

This research work is found out the impact of al intelligence process depends on Lear ship effectiveness and their perspective on two company's data and their employees with respective for their job stability, job satisfaction, reliability, growth of business and employees also determine on the basis of data analysis and interpretation using SPSS statistical tool and regression model also representation in research methodology.

Research back ground:

The research works depends on data analytics and descriptive analytics study based determine the relationship between academic intelligence, spiritual intelligence, emotional intelligence and relations ship between leadership effectiveness respectively. This study based on ANOVA test, Z-Test, alpha test, beta test and their values respectively. For more than 3 decades' researchers have postulated that emotional intelligence greatly complements an individual's ability to work collaboratively within a team setting. Job satisfaction and job stability also depends on leadership effectiveness along with all intelligence process.

In this research work we will determine the relationship between all three intelligence process like emotional intelligence, academic intelligence, spiritual intelligence and their impact of leadership role of two companies and their employees respond.

This research work represents the basically innovation technique proposed by author **TraptiTak**". And ways to perform data analysis and regression model representation on the survey data of two given corporate company's data set. This research work will generate the various factors which is responsible for manage properly leadership in corporate sector with their employees working environment and growth also perspective repetitively.

1. Step by step perform **data statistical analysis on real survey data of two public and 2 private banks** in slowly movement to going next process simultaneously.
2. Model representation like regression model which is used to determine various factors affecting the leadership.
3. Perform the data descriptive study also measure hypothesis proved.
4. Objectives also determine the on the basis of data analysis and interpretation of given survey based data set.

1.2 Research objectives

The aim is to conduct a study on the effectiveness and impact of various academic intelligence, spiritual intelligence, emotional intelligence and their relationship with leadership effectiveness respectively. In context with purpose of study for determine the leadership effectiveness foe two companies and their employee's perspective. This study is to determinate the impact of various intelligence process and leadership role for employee based various factors like job stability, job reliability, development and growth respective.

1.3 research hypothesis:

1. To study the relationship between emotional intelligence and leadership effectiveness.
2. To study the relationship between spiritual intelligence and leadership effectiveness.
3. To study the level of leadership effectiveness among the employees of chosen organizations

1.5 Research methodology:

Research methodology is the way to solve systematically and scientifically the research problem under the study. It is a science of studying how research is done scientifically. So it is necessary for the researcher to know not only research methods but also its methodology Researchers also need to understand the assumptions underlying various techniques and they need to know the criteria by which they can decide that certain techniques and procedures will be applicable to certain problems and others will not. Hence it is necessary for every research student to design his methodology and specify it very clearly so that his research can be evaluated by others also.

We can say that research methodology has many dimensions and research methods do constitute a part of the research methodology. The concept of research methodology is wider than that of research method. In the research methodology we not only talk of the research methods, but also consider the logic behind the methods used in the concept of our research study and also explain why researcher is using a particular method or techniques and why researcher is not using others. So that research results are capable of being evaluated by him or by others.

THE statistical analysis SPSS IBM Version 20 performs various tests to prove the hypothesis is positive, negative or null hypothesis.

1. To perform the **T- test** for analysis the hypothesis is positive.
2. To determine the perform the Alpha Test for hypothesis is accepted or neglected.
3. To determine the mean, mode, Average, Pearson Co-relation, standard deviation along with Z- test for analysis hypothesis determined.
4. For sampling 250-person data for each bank. it means 250 respondent data for private bank and 250 respondents for public bank data collection for performing the pre-Test means without yoga practices performed respondent and determine the **P value and significance value lie between 0 to 0.009.**
5. Post – Test also perform justification of P value determine for significance value for using collection yoga practiced respondent.
6. Plotted tables and determine the hypothesis is accepted or neglected on the basis of SPSS tool IBM version 20 performing test.
7. To determine the complete SPSS IBM TOOL, SIMULATE AND OBSERVATIONAL description of consider 250 private bank data +250 public bank data =500 Respondents for determine the test analysis for leadership effective management.
8. To compare result analysis on the basis of research methodology and statistical analysis test performed.
9. Statistical test analysis basically representation of sample data using proper determination of result on the basis of Alpha value, Beta value, Pearson correlation value, SD means standard deviation repressively.
10. We have taken 250 each respondent for private bank employee and customers and same for 250 public bank respondent data consist customers and employee's data collection for this data analysis respectively.

1.6 Data analysis and interpretation

Reliability Analysis

Cronbach Alpha is a reliability test conducted within SPSS in order to measure the internal consistency i.e., reliability of the measuring instrument (Questionnaire).

It is most commonly used when the questionnaire is developed using multiple Likert scale statements and therefore to determine if the scale is reliable or not.

From below table, we can see that Cronbach's alpha is 0.878, which indicates good internal consistency for our scale with this specific sample.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.878	.898	53

Table represented 1.1 Mean, +SD, T –test value, P significance value <0.005

s.no	+SD. STANDARD DEVIATION	T VALUE	P VALUE
500 respondent (250 private bank+250 public bank)	1.71	12.3	P<0.01

TABLE 1.2 Pearson correlation, mean mode, +SD determine for 250 respondent

S.NO	MEAN	+SD STANDARD DEVIATION	PEARSON COORELATIONN
Total 500 respondent	5.7	1.71	1

To study relationship between emotional intelligence and leadership effectiveness.

Correlation is used to study relationship between academic intelligence and leadership effectiveness. Null and alternative hypothesis for the correlation coefficient can be stated as:

$H_0: \rho = 0$ ("correlation coefficient is 0; there is no association")

$H_1: \rho \neq 0$ ("correlation coefficient is not 0; a nonzero correlation could exist")

Correlations

		Emotion_mean	Leadership_mean
Emotion_mean	Pearson Correlation	1	-.027
	Sig. (2-tailed)		.543
	N	500	500
Leadership_mean	Pearson Correlation	-.027	1
	Sig. (2-tailed)	.543	
	N	500	500

From the above we are interested in values significance which shows the significant value of correlation coefficient. Here the sig. values are less the alpha level so we can reject the null hypothesis and conclude that there is a relationship between academic intelligence and leadership effectiveness.

To study relationship between spiritual intelligence and leadership effectiveness.

To study relationship between spiritual intelligence and leadership effectiveness correlation is used.

Here, from the below table it can be seen that Sig. values are less than $\alpha = 0.05$ that indicates rejection of null hypothesis and can conclude that there is a relationship between spiritual intelligence and leadership effectiveness correlation.

H_0 : $\rho = 0$ ("correlation coefficient is 0; there is no association")

H_1 : $\rho \neq 0$ ("correlation coefficient is not 0; a nonzero correlation could exist").

Correlations

		Leadership_mean	Spiritual_mean
Leadership_mean	Pearson Correlation	1	.407**
	Sig. (1-tailed)		.000
	N	500	500
Spiritual_mean	Pearson Correlation	.407**	1
	Sig. (1-tailed)	.000	
	N	500	500

** . Correlation is significant at the 0.01 level (1-tailed).

To study the level of leadership effectiveness among the employees of chosen organizations.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.252	10	.725	3.012	.001 ^b
	Residual	117.748	489	.241		
	Total	125.000	499			

The above table shows the output of the ANOVAs table of Regression analysis and whether there is a statistically significant difference between our group means. We can see that the significance value for is less than 0.05. And, therefore, there is statistically significant difference between the levels of leadership effectiveness among the employees of chosen organizations.

1.7 result analysis:

H1: Leadership effectiveness is positively impacted by emotional intelligence.

Prove: on the basis of various researchers and survey data analysis and statistical result analysis by SPSS IBM VERSION 20 SIMULATE TOOL implies that the Pearson coefficient correlation value is 1. It means positive. The significance value is less than alpha level and +SD value is 1.13. Thus H2 is accepted.

H2: Leadership effectiveness is positively impacted by spiritual intelligence

Prove: The T test value is determined by the statistical analysis is **12.3**. The alpha value and beta value lays 1.37 and 1.35. The significance value of p also positive and less than 1. The correlation coefficient is also 0.001. This one also positive. H2 is also positive. H2 is accepted.

H3: Spiritual intelligence among the employees of chosen organizations was found high.

Prove: We can see that the significance value for is less than 0.05. The regression model value is also less than 0.05. The alpha and beta value is also positive. The significance value is also less than 0.001. H is also positive.

1.8 Conclusion work:

Emotional Intelligence (EI) and Spiritual Intelligence (SI) have been claimed important for performance of leaders and workers in organizations. The present study explores the relationship between the three dimensions Emotional Intelligence, academic intelligence and spiritual intelligence and Leadership Effectiveness. The findings support the claim of positive impact of academic intelligence, emotional intelligence and spiritual intelligence on leadership effectiveness.

The study reports an assessment of the relationship between the dimension's, emotional intelligence and spiritual intelligence and components of organizational leadership in Indian corporate organizations. This study is designed to gain an insight into the development of favorable, congenial or positive organizational climate on the basis of three different intelligence competencies.

The role of academic intelligence and its impact on leadership effectiveness is valuable for Indian based selected corporations. After getting various statistical analysis by using statistical test like ANOVA, Regression, Correlation & measured performance by SPSS version IBM 20, it is finally determined that the role of academic intelligence is also important for any leadership role of any cooperate sector of India.

- The hypothesis result analysis also proved that leadership effectiveness is positively impacted by academic intelligence.
- The finally resultant & conclusion states that the academic intelligence is only remarkable for entry level of leadership as well as for primary level of selection of leadership.
- Without carrying achieving an academic level, there is no mean to leadership effectiveness in any corporate sector in India as it is the key to door of entry in corporate sector.
- The values of ANOVA and regression analysis are also positive for academic intelligence for collected survey data set and respondents.
- Academic intelligence is equally important for both sectors - public and private corporate sectors in India. It is very necessary to consider academic intelligence screening test at the primary level of any selection process

The role of emotional intelligence and its impact on leadership effectiveness is at a higher level than academic intelligence and several traits and behaviors associated with effective leaders (e.g., emotional stability, self-confidence, adaptability, and tenacity) overlap with the trait-based view of EI. An integral part of impression management is managing own emotions (which requires an ability to perceive others' emotions and one's own emotions). Theoretically, an individual who is high on impression management must also be adept at managing his or her own emotions and must also be able to correctly perceive others' emotions and one's own emotions.

The reviewed literature suggests a positive correlation between Emotional Intelligence and effective leadership, transformational leadership style, leadership performance and real-life success. The reviewed literature also suggests that Emotional Intelligence can be used as a tool and theory to predict possible leadership attributes among individuals. Also, a deep study into literature on Emotional Intelligence reveals that there are all the reasons to believe that Emotional Intelligence as a skill and personality trait can be developed.

The above two pieces of information can hold immense value for human resource thought leaders to introduce training on concepts of emotional intelligence which can prepare the next generation for better leadership skills and improve their chances of performing more effectively in today's dynamic corporate and cross-cultural environment.

The various result analyses also represented for the desired level of emotional intelligence EI and also relationship with leadership effectiveness for selected corporate sectors in India. The statistical analysis using SPSS version of IBM 2020 performed the various tests like ANOVA, regression analysis and correlation.

- The hypothesis result analysis proved that there is positive correlation between emotional intelligence and leadership effectiveness.
- The level of emotional intelligence is moderate after test analysis and it is also valuable and more than academic intelligence.
- It is also measured and calculated by result analysis that level of emotional intelligence among the employees of chosen organizations is desirable.
- After getting statistical analysis the hypothesis result also proved that Leadership effectiveness is positively impacted by emotional intelligence.
- Thus, the entire phenomenon creates a strong link between emotional intelligence and leadership effectiveness irrespective of the leadership style or leadership frame of the leader, which have been described in the ensuing section.
- The ability to build relationships is not only essential in modern age of team - based organizations, but is also very important for effective leadership.
- The leadership has a direct influence on the extent to which HR functions are effective in helping to increase the EI of organizational members. The high level of EI helps in identifying talents, delegation of roles accordingly and resolving the conflict amicably. The review of literature revealed mechanisms of EI and its synthesis with leadership.

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