



SPIRITUAL INTELLIGENCE AND MANAGERIAL CORE COMPETENCY PERCEPTIONS OF BUSINESS EXECUTIVES – A STUDY

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“Spiritual Intelligence is the ability to act with wisdom and compassion, while maintaining inner and outer peace regardless of the circumstances”

-Cindy Wigglesworth

Abstract

At present the business executives (after COVID-19), there is a need for a “strong change” to establish with their business development. In today’s scenario of an uncertain and ever changing business environment, the business executives or leaders' responsibilities cannot manage all the complex problems himself. He or she must work closely with an alliance of diverse individuals who bring along unique expertise, knowledge and experience. The most of the time business executives do not have direct authority to overcome these types of employees. He or she can only use a subtle and indirect way of influencing to get things done through them.

Keywords: Spiritual Intelligence, Managerial Core Competency, Perceptions of Business Executives

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1. Introduction

The business executives are increasingly under pressure to produce the results. The emphasis is more on execution of organisational responsibilities turning the corporate vision into reality; the business executives must identify strategic goals, set direction, align people and motivate them towards attaining the desired objectives. For this purpose the business executives should not only be good communicators but should also possess skills to build and manage the multiple relationships here that the spiritual intelligence skill helps to manage the activities.

The spiritual intelligence was coined by Danah Zohar in 1997. He clearly explained spiritual intelligence as the intelligence which helps the individuals to answer fundamental questions in life with which they can reform their perspectives. Furthermore explained the spiritual intelligence which makes one who realise their deeper focal self which fosters their spiritual integrity. Those who have the knowledge about spiritual intelligence are better equipped to solve the problems related to values and can help individuals to widen their perspectives towards life and to view and analyse their lives beyond the physical plain. The spiritual intelligence helps individuals tap their inner resources which confer them with power to endure and get attuned to changes.

King. explained spiritual intelligence as a set of mental capacities that contribute to the awareness raising, integration and adaptation of the non-material and transcendent aspects of the existence of the human being, which leads to deep existential reflection, improvement of meaning, recognition of a transcendent being and mastery of spiritual states. In this sense he considers that such intelligence enables for existential and critical thinking, empowers us to critically

contemplate the nature of existence, reality, the universe, space and time.

Zohar & Marshall explained that, the spiritual intelligence developed an individual's trait like, capacity to be flexible, a high degree of self-awareness, a capacity of face and use suffering, a capacity of face and transcend pain, a quality of being inspired by vision and values, a reluctance to cause unnecessary harm and a tendency to see the connections between diverse things.

Spiritual intelligence most of the authors denote that, the ability to find the sense, meaning and purpose in life and work, to discover interconnection between various dimensions of existence and use this knowledge to solve the critical problems day to day basis and looking for better life.

Spiritual Intelligence Scale Adopted for the Study

Six-Fold Spiritual Intelligence Scale (SSIS) developed by Sarabit Kaur (2017) to measure individual capacity in spiritual intelligence. The constraints are as follows.

1. Connection with the inner self. (CIS)
2. Connection with others. (CWO)
3. Connection with Cosmos (CWC)
4. Seeking Inner Peace (SIP)
5. Broadening of Vision (BOV)
6. Creating abundance (CA)

1. Connection with the inner self (CIS)

This is a connection with one's inner self. To find the purpose and meaning in their lives.

2. Connection with others (CWO)
Everyone needs to have their own strong feelings and thoughts of being connected with other persons and that's how they get stronger in life – with the help of valued, love, experiencing the care, warmth and support provided by others. A healthy relationship or connection with other people it will take to next level or development of wealth and welfare etc.,
3. Connection with Cosmos (CWC)

Humans evolved through developing consciousness, self-awareness and abstract thinking which helped mankind to acquire an understanding regarding one's connection with the cosmos which can be termed as spiritual awareness. It's included in self-awareness are relationships with the cosmos.

4. Seeking Inner Peace (SIP)

Inner peace reflects both mentally and spiritually. One who has sufficient knowledge they have to maintain during the time of combat. Inner peace always does not influence any external situations. The inner peace leads to completely accepting one's own self with respect to both flaws and strengths.

5. Broadening of vision (BOV)

In business situations changes always will come up suddenly, without giving any time to get prepared for it. The business people must broaden their visions to meet the future requirements.

6. Creating abundance (CA)

It is very important to have enough of everything in life and also to live life. The cosmos has created everything in abundance for every species. But when it comes to human beings, it is their very basic nature of unstoppable wants for various things, in order to perceive that everything is sufficient for everybody in the right quality, the feelings of contentment. For such feelings to grow there is a need for abundance of spirituality.

The above variables are taken for the study. The study entitled spiritual intelligence and managerial core competency perceptions of business executives.

Managerial Core Competency

Mr. Kofi Annan, Former 'United Nation Secretary General' indicated that, "It is my hope that competencies will provide us with a shared language for talking, in concrete terms, about high performance and managerial excellence. I believe that a shared view of the standards that we are

striving to achieve will assist us in our continuing efforts to prepare the organizations to meet the challenges of the 21st century." In a journal, "Building the Future", the Secretary-General has further indicated that the organization's greatest strength and the key to success is the quality of staff and managers. He has stressed that, to capitalize on this strength, there is a need to create a better organizational culture and environment that enables staff to contribute to their maximum potential. He explained that, when seeking to create a new culture and build human resources capabilities for the future, it is important to define organizational core competencies in the combination of skills, attributes and behaviours which are essential for all staff as well as the managerial competencies required by all those who manage others. Once organizational competencies have been defined, they can be used as a base on which to build and strengthen other human resources systems such as recruitment, placement, development and performance appraisal.

Keshub Mahindra, Chairman, Mahindra and Mahindra Ltd., opines that, "The manager with respect to his team, will have to inculcate a culture where innovation thrives and enough delegation of authorities is done to make the employees feel the freedom to create and innovate". P.M. Sinha, Former CEO, PepsiCo India, says that, "Value based leadership and a culture that promotes integrity is the most important element, which the CEO has the responsibility to inculcate. The CEO should build passion around the goals of the organization and bond the team through sustaining values".

R.V. Shahi, Secretary, Department of Power, Government of India, viewed that, "The institutionalized arrangement for selection should hold good only up to general managers. Beyond that, leadership positions should be open to everyone with individual compatibility". Dr. E. Sambasivan (2011) developed the

managerial core competency variables used for the study.

MANAGERIAL CORE COMPETENCY VARIABLES	
<p>General Integrative Competency</p> <ul style="list-style-type: none"> ● Integrity / Honesty ● Interpersonal Skill ● Accountability ● Communication ● Positive attitude and role model 	<p>Planning and Control</p> <ul style="list-style-type: none"> ● Goal setting ● Vision and Mission ● Organizing and Control ● Delegate Authority ● Ability to work under pressure
<p>Leading Competency</p> <ul style="list-style-type: none"> ● Leadership ● Team Building ● Creative and innovation ● Empowering others ● Judgment / Decision making ● Supervision ● Motivation 	<p>Managing Conflict and Changes</p> <ul style="list-style-type: none"> ● Flexibility ● Resilience ● Conflict Management ● Problem Solving ● Political Savvy

2. Research Methodology

Need for the Study

The study on the perceptions of executives in business is attempted on the sensitive issues like, spiritual intelligence and managerial core competency perceptions to enable the management to frame proper personnel policies so that they have a perfect team of managerial personnel in executive positions, discharging their functions with optimism efficiency. The present study is an attempt in this direction.

Statement of the Problem

The study is intended to examine the perceptions of corporate executives in spiritual intelligence and managerial core competency, so that practical approach to the study of this topic will further enlighten the theoretical and empirical aspects of managing the management personnel on these issues. Besides, this study aims to analyse on the basis of available data.

Objectives of the Study

1. To find out the impact of demographic variables of executives on spiritual intelligence and managerial core competency.
2. To examine and analyse the influence of spiritual intelligence on managerial core competency perceptions of corporate executives.
3. To identify and examine the impact of spiritual intelligence on managerial core competency levels of business executives.

Hypothesis

Limitation of the Study

1. The study focuses only on the executives general perceptions of spiritual intelligence and managerial core competency orientation and not on specific organisations.
2. Study focused only managerial positions; employees working in non-managerial positions are not included.
3. The respondent represented a wide spectrum of organisations located mainly in Chennai and some in different parts of Tamilnadu, Bangalore and Mumbai.

Sampling Frame and Data Collection Procedure

Primary data

Primary data needed for the study were collected through questionnaires issued to 300 company executives, they represented a wide spectrum of government and public sector and private sector: the sample consist of Indian and multinational organisations located in Chennai, Mumbai and Bangalore; executives belongs to different functional areas like, production, sales, finance, secretarial, human resources etc. the sample focused different managerial levels like, junior, middle and senior management categories.

A total of 300 questionnaires were issued through personal contacts. Completed questionnaires received were 289, which represent 96% of response rate but only 276 questionnaires were used, remaining 13 questionnaires were discarded because of incomplete answers.

Secondary data

Sampling

Convenience sampling was adopted considering the availability and approachability of executives for the purpose of data collection efforts.

3. Data Analysis and Discussion

The result shows that, Gender categories show that 67% of the respondents are male and 33% of the female respondents.

Marital status shows 70% of the respondents are married 30 % of the respondents are unmarried

The sample population reveals that 72% of the respondents are less than or equal to 50 years of age group.

Number of junior executives constitutes 44% of the respondents, middle level 36%

of the respondents and senior level executives 20% of the sample.

The executives in some selected functions like, finance department, production department, sales department, computer and general administration departments represent 84% of the total sample.

The results indicated that 42% of the respondents are working in the private sector in Indian companies, 36% of the respondents are working in the private sector in multinational companies and 22% of the respondents are working in public sector companies.

Executives' monthly income up to Rs. 50,000 constitutes for 52% of the sample and those with above Rs. 50,000 constitute 48%.

The educational qualification shows that 42.5% of the respondents are bachelor's degree holders, 38% of the respondents are post graduate degree holders and 19.5% of the respondents are professional degree holders.

The experience concerns 53% of business executives who have work experience in the present service up to 10 years, 47% of the business executives have more than 10 years of service.

On an average of 84% of the respondents are promoted minimum 6 promotions 16% of the business executives had a promotion of maximum above 8 promotions.

The results show that 78% of the business executives had to change in work organisations minimum of 3 and 22% of the business executives have not changed the organisation.

The results clearly identify that 38% of the sample population are part of the business strategies team in their work organisation.

16% of the business executives operate the head of the consultative team in their organisations.

Analysis Of Variance in Demographic Variables And Spiritual Intelligence

S.No	Categories	Mean Value	F-Value	P-Value	Level of Significant
1.	Male	74.92	2.632	0.000**	Significant at

	Female	76.63			1% level
2.	Married	72.71	1.387	0.361	Not significant
	Unmarried	71.28			
3.	Below 30 Years	71.88	2.913	0.000**	Significant at 1% level
	31 Years to 40 Years	70.27			
	41 Years to 50 Years	73.89			
	Above 50 Years	72.65			
4.	Junior Executive	70.83	0.971	0.000**	Significant at 1% level
	Middle Level Executive	73.42			
	Senior Level Executive	74.76			
5.	Production	72.77	1.482	0.000**	Significant at 1% level
	Finance	73.21			
	Sales Marketing	73.71			
	General Admin	71.48			
	Computer Software	72.33			
	Personnel HRD	71.43			
6.	Private Sector (India)	72.66	0.811	0.532	Not significant
	Private Sector (Multi)	73.87			
	Govt/Public Sector	73.61			
7.	Up to 40,000	70.91	1.211	0.911	Not significant
	40,000 to 50,000	72.44			
	Above 50,000	73.28			
8.	Up to 5 Years	71.56	2.512	0.000**	Significant at 1% level
	5 Years to 10 Years	72.77			
	Above 10 Years	73.88			
9.	UG	71.83	1.178	0.891	Not significant
	PG	72.21			
	Professional	72.69			
10.	Up to 2 Promotion	70.47	1.956	0.000**	Significant at 1% level
	2 to 4	72.72			
	4 to 6	72.91			
	6 to 8	73.43			
	Above 8 Promotions	71.55			

Inferences

- The analysis shows that female executives are highly spiritually intelligent than male executives. There is a highly significant difference between male and female executives.
- Marital status shows that there is no significant difference between married and unmarried executives.
- The age categories of business executives are a highly significant difference between the age group, the 41 years to 50 years of age group, people highly influencing in spiritual intelligence.
- There is a highly significant difference between the senior level executives than the other level of executives.
- Sales department and finance department executives are highly influencing the spiritual intelligence for the work environment.
- Types of companies show that there is no significant difference between the executives working in

- companies and spiritual intelligence.
7. Income level of executive and spiritual intelligence shows that there is no significant difference.
 8. Work experience of business executives shows that, who have above 10 years of experience are highly influencing their spiritual intelligence. There is a significant difference between work experience and spiritual intelligence.
 9. Educational qualifications and spiritual intelligence are not significantly influenced.
 10. Number of Promotions of business executives and spiritual intelligence are highly significantly influenced. Therefore the number of promotions of executives and spiritual intelligence are highly significant.

Analysis Of Variance in Demographic Variables and Managerial Core Competency

S.No	Categories	Mean Value	F-Value	P-Value	Level of Significant
1.	Male	72.54	1.056	0.567	Not significant
	Female	73.98			
2.	Married	71.91	0.916	0.643	Not significant
	Unmarried	71.78			
3.	Below 30 Years	71.87	1.786	0.000	Significant at 1% level
	31 Years to 40 Years	72.77			
	41 Years to 50 Years	73.32			
	Above 50 Years	73.13			
4.	Junior Executive	70.83	0.991	0.386	Not significant
	Middle Level Executive	73.42			
	Senior Level Executive	74.76			
5.	Production	72.88	1.854	0.000**	Significant at 1% level
	Finance	71.64			
	Sales Marketing	72.98			
	General Admin	72.86			
	Computer Software	72.69			
	Personnel HRD	73.15			
6.	Private Sector (India)	72.43	1.987	0.000**	Significant at 1% level
	Private Sector (Multi)	73.28			
	Govt/Public Sector	73.91			
7.	Up to 40,000	71.34	1.005	0.431	Not significant
	40,000 to 50,000	71.98			
	Above 50,000	72.76			
8.	Up to 5 Years	71.51	2.512	0.000**	Significant at 1% level
	5 Years to 10 Years	72.72			
	Above 10 Years	73.81			
9.	UG	71.33	1.178	0.891	Not significant
	PG	72.52			
	Professional	72.69			
10.	Up to 2 Promotion	70.29	1.412	0.000**	Significant at
	2 to 4	72.54			
	4 to 6	72.95			

	6 to 8	73.11			1% level
	Above 8 Promotions	71.76			

Inferences

1. Table shows that the gender categories are not significant differences between male and female executives.
2. Marital status shows that there is no significant difference between married and unmarried executives.
3. The age categories of business executives are a highly significant difference between the age group, the 41 years to 50 years of age group people highly influencing in the managerial core competency.
4. There is no significant difference between the level executives and managerial core competency.
5. Personnel HRD executives are highly influencing the managerial core competency for the work environment.
6. Types of companies show that there is significant difference between the

public sector executives and managerial core competency.

7. Income level of executive and managerial core competency shows that there is no significant difference.
8. Work experience of business executives shows that, who have above 10 years of experience are highly influencing the managerial core competency. There is a significant difference between work experience and managerial core competency.
9. Educational qualifications and managerial core competency do not significantly influence.
10. Number of Promotions of business executives and managerial core competency are highly significantly influenced. Therefore the number of promotions of executives and managerial core competency are highly significant.

Correlation Analysis

Variables	Spiritual Intelligence	Managerial Core competency
Spiritual Intelligence	1	0.846**
Managerial Core competency	0.846**	1

The correlation analysis shows a highly significant relationship between spiritual intelligence and managerial core competency.

4. Conclusions

The main purpose of the study was to examine the dynamic relationship among business executives. The research study covers under the managerial core competency and spiritual intelligence. The study examined the linkage of spiritual intelligence variable and managerial core competency variable there is highly significantly influencing one variable to another variable. The study also highlighted that, ability to get things done through people is the vital task of the

executives, executives competencies are the skills, attributes and behaviours which are considered essential for staff with executives or supervisory responsibilities. Executives need such skills, in order to build a new organizational culture and meet future challenges. They help organisations to clarify expectations, define future development needs and do more focused recruitment and development planning. Competencies provide a sound basis for consistent and objective performance standards, by creating shared language about what is needed and expected in an organisation. The spiritual intelligence and managerial core competency variables are interdependent.

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