

Spiritual Intelligence of Male and Female Managers in Private Sectors

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Abstract

The current study was an endeavour to explore the differences in spiritual intelligence of male and female managers in private sectors with respect to genders. The random sample of this study comprised of 200 managers working in private and public sector organisations. Both groups include an equal number of managers i.e. 100 male and 100 females. The sample was studied by using Spiritual Intelligence Test (Dhar & Dhar, 2010). The independent sample t-test revealed insignificant gender differences in spiritual intelligence of managers.

Keywords: Spiritual Intelligence, Managers and Gender

Spiritual intelligence is getting more attention in the workplace. Spirituality at work does not connect to any specific religious rituals or traditions, but rather is based on their own personal values and philosophy (Cavanagh, 1999). Researchers argue that it is a basic foundation of the effective use of rational and emotional intelligence as well. In today's global scenario the pressure to survive in competitive work impose additional pressure and stress on the managers. It may result in an unhealthy environment in the workplace. Hence, to create a healthy environment at the workplace we should address spiritual intelligence.

Twentieth-century begins with the importance of rational intelligence or intelligence quotient (IQ). In mid-1990s Daniel Goleman explored a new dimension of human intelligence named emotional intelligence (EQ). Now in 21st-century spiritual intelligence gets special attention. Zohar and Marshall (2000) introduced the term spiritual intelligence (SI) and define as 'the intelligence with which we address and solve problems of meaning and value, the intelligence with which we place our actions and lives in a wider, richer, meaning-giving context, the intelligence with which we can assess that one course of action or one life-path is more meaningful than another'. They further stated that SI allows us to be creative, change the rules, alter situations; to dream, aspire, see the uses and limits of both understanding and compassion.

Studies regarding spiritual intelligence revealed its significance in the workplace. In times of uncertainty and chaos in life, spiritual well-being provides significant inner strength to people. It is associated with improved problem-solving ability, increased creativity, innovation, self-esteem, autonomy and independence, increased ability to deal with abstract and complex situations, decreased anxiety and increased self-actualization (Alexander et al., 1991). Spiritual intelligence is also correlated with improved work performance, improved relations with co-workers and

supervisors, increased work satisfaction and decreased turnover propensity (Frew, 1974; Alexander et al., 1993).

In the line of the aforesaid discussion, it was proposed in this study to explore the differences in spiritual intelligence among the managers in relation to their genders.

Objective

To find out the gender differences of managers in spiritual intelligence.

Hypothesis

There would be no significant differences in spiritual intelligence of managers in relation to their gender.

Method

- **Participants:** The random sample of the current study consisted of 200 managers working in private and public sector organisations. The sample comprised of 100 males and 100 females drawn from Sangli city, Maharashtra.
- **Measure: Spiritual Intelligence Scale (SIS-DD)** (S. Dhar & U. Dhar, 2010): This scale includes 53 items assessing six aspects of spiritual intelligence such as benevolence (17 items), modesty (14 items), conviction (8 items), compassion (9 items), magnanimity (3 items), and optimism (2 items) with five alternatives ranging from 5 (strongly agree) to 1 (strongly disagree). The sum of the total of these scores for 53 items is the score for this scale and it ranges from 53 to 265. A high score indicates a high level of spiritual intelligence. The split-half reliability is 0.98. The author has reported high content validity of the test.
- **Procedure**

Tool administered in a small group of 10 to 15 workers at a time in their respective organisation taking prior permission of the Heads. After briefing the purpose of the study and convincing to maintain the secrecy of their responses, the participants were requested to record their truthful responses. At the end of the administration, the participants were acknowledged for their cooperation. The data collected were analysed using 't' test.

Result and Discussion

Table 1: Means, SDs and t value for the scores of spiritual intelligences among the managers in relation to gender differences (N = 200)

Variables	Male		Female		t Value
	Mean	SD	Mean	SD	

Spiritual Intelligence	217.29	24.61	222.04	23.57	1.39 NS
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** $P < .01$, * $P < .05$, $df = 118$

Table 1 elucidates the insignificant gender difference in spiritual intelligence among the managers. This result is consistent with previous studies. Choudhary and Rupa (2017) found that male and female do not differ in spiritual intelligence. Other studies also justify the findings of this study which shows significant difference does not exist between male and female (Kushwaha, 2014; Khadivi, Adib & Farhangpour 2012).

Limitations

The present study has some limitations. The study is limited to an only single city in western Maharashtra. Other variables related to work-life and spiritual intelligence not explored.

Practical Implications

The findings of the present study might be useful for the heads working in private and public sector organisations, industrial psychologist, HR managers, researchers, and counsellors to better understand the role of spiritual intelligence and gender for the betterment of work life.

Conclusion

Result revealed by the present study, that there are insignificant gender differences in spiritual intelligence. Male and female managers do not differ in spiritual intelligence.

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