SPIRITUAL INTELLIGENCE AND ITS ROLE IN AN EFFECTIVE LEADERSHIP AND ORGANISATIONAL TRUST

Trapti Tak 1, Dr. Manish Sharma 2

1 PHD research Scholar, Department of management studies JECRC University, Jaipur, Rajasthan, India.

2 Assistant Professor, Faculty of Management, Department of management studies JECRC University, Jaipur, Rajasthan, India

ABSTRACT

In the last few decades we have seen that because of various corporate scandals, the people have lost the trust and confidence on the leaders running the corporate houses. No research has undertaken to address the aspect of spiritual intelligence of the leaders of the organisation and the rule which they could have played in developing the organisational trust. The very basic objective of this study or research is to find out the exact role of spiritual intelligence in effective leadership and its consequent impact on the organisational trust. The conceptual background of this research is based on some of the theories of intelligence, leadership interest and in addition to all above a combat relationship between the servant leadership. With the help of a close ended questionnaire using purposes sampling method. We have obtained responses from 25 employees who are working in different companies of Delhi city. The participants or respondents have been selected includes leaders leading the organisation management and employees of those leaders working as subordinates. After the collection of the data a codification technology has been used to make analysis and interpretation manually to make the identification of five different aspects, with the help of a methodological way so as to reflect the relationship between emotional intelligence, spiritual intelligence, integrity levels and moral phenomenal aspects. The findings of the studies shows that undoubtedly spiritual intelligence has a very significant role in developing the good capacity in leaders for decision making, building of relationships and improving the empowerment level. Those senior leaders who make a leverage and optimum utilisation of their spiritual intelligence can easily develop a culture of trust and empowerment and can also be a role model not only to their subordinates but to other superiors of the organisation. Whatever the research or literature available on spiritual intelligence, it was having a focus on making or defining the various phenomenal and critical aspects of spiritual intelligence but none of the research has focused on demonstrating the practical side of use of spiritual intelligence in developing the leadership. The purpose of this research is to make an exploration of spiritual intelligence and its role in developing the organisational trust. The researcher has investigated various live experiments made by the senior managements or leaders with the level of spiritual intelligence interest.

KEYWORDS: Leadership, Spiritual, Business, Relationship, Integrity, Trustworthiness, Development, Potential.

INTRODUCTION

The spiritual intelligence is a concept which is not a long discovered. The basic intention of conducting this study is to make or increase the fundamental knowledge or information about spiritual intelligence and to make a demonstration of possible impact which spiritual intelligence could leave on the leadership and thus affecting the organisational trust. The aim of the study is also to fill up the gap of literature on the possible relationship which could exist between the spiritual intelligence and accordingly developed organisational trust. As the name suggests spiritual intelligence gives a sense of spirituality hence there is a need to develop a control level in the mind of leaders to manage their subordinates as well as their personal biasness. The important key of this entire study is to remove the gaps arising because of traditional or religious obstacles going beyond to the spiritual intelligence levels. Also the different and additional concepts relating to emotional intelligence, the relationship of leader and servant and leadership of transformational nature are also required to be developed with the understanding of spiritual intelligence. It has been observed in the study that the leaders which is having higher level of spiritual intelligence have good capability to develop or create a positive culture of the organisation improved commitment level of employees and better productivity with the greater ethical standards development in an organisation. With the improvement and increase in spirituality at the workplace the leaders also obtain better interest in the working and hence this is a foremost require of today's phenomenal world that we have a better understanding of development of a spiritual leaders. This study puts an extraordinary focus on the fact that the spiritual intelligence could have a better alignment with the requirements of employees and the organisation with the finding role of spiritual intelligence in the development of the trust of overall organisation could help organisation in identifying the moral and ethical values so that leaders can take better decisions and solve the problems in a holistic way.

REVIEW OF LITERATURE

Bligh (2017) in any organisation the leadership can be good only when there is a good trust as it have a wider impact on the various outcomes of the organisational culture, for example the commitment level of employees will come out if they will get good attention and when they will get an attractive offer from other place. This example tells us that the followers or the subordinates have an opportunity to develop different relationships of trust with their superiors who are their leaders in the organisation. They made an examination of level of trust of employees in the organisation, the future which they will have in organisation and support for employees for developing the interpersonal trust level. The researcher has observed that there is a positive relationship between the trust of organisational and the leader and they are positively connected as the servant and leadership relationship will get improved.

Radhika (2014) Spiritual intelligence is totally different from the spirituality and the religious beliefs. Spiritual intelligence shall be viewed as the levels of the skills which have been developed for a period of time. Wigglesworth has broken down the entire spiritual intelligence into 20 one different nature of skills which has been arranged in the four groups majorly classified as ego of self-awareness level, awareness of universal level, mastery on self-ego and mostly over the social values. The spiritual intelligence allows people to stay cool and to give a focus in the different aspects of the crisis and chaos so that a selfless attitude can be developed for others as well and a relaxed leadership can be followed.

Latham (2014) According to the researcher there is a framework which makes integration of different aspects or theories such as transformational theory, the leadership and spiritual theories and according to them it is required for developing a cognate leadership in the organisation. The researcher has also offered a road ahead for developing various leadership theories of coming future so that various inadequacies which are existing in effective leadership can be fill up. According to Latham and effective leadership must be operated without any biasness with the measurement of various variables and available predicated relationships. Latham has also said that it is quite impossible to make a prediction of human beings spirituality in that we could be a competitive factor or advantage as far as the effectiveness and the performance of organisation is concerned.

Kaur, Sambasivan and Kumar (2013) According to the authors a definition of spirituality at universal level will remain open for different interpretations by different persons. The authors in the study has positively defined that spirituality is almost different from the religious values in which an individual makes interpretation according to his own experience. On the other hand in the religion which is a public concept and it is an institutionalization process according to the set rituals and practises. The research has shown that undoubtedly the spirituality leaves an impact on the attitude and behaviour of an individual as well as his decision making process.

Zohar and Marshall (2001) He has made an exploration of spiritual intelligence from the different aspects of psychology, anthropology and cognitive aspects. The authors has also made an argument that spiritual intelligence is looking to the way that how we solve the problems of different values and with the different meanings of intelligence quotient. These are intellectual intelligence level of our rationality. They try to make a link of different secondary processes to emotional quotient which are serially numbered in somewhere in the head. They try to make a linking of the process of emotional intelligence with the psychological philosophy of an individual and hence they found it as a neutral system which is completely based on the unify information running throughout the mind.

INTERRELATIONSHIP BETWEEN SPIRITUAL INTELLIGENCE AND LEADERSHIP

Spiritual intelligence is a kind of the peace of the head which reflects various relationships. It is a term which is generally used to make a description of capabilities and skills which could make an individual to develop the relationship with spirituality of his own and others and spirituality of the whole world. If we look into the real perspective we will find that the spiritual intelligence is found to be an essential fact or component which is required for the growth of any personal and the development of the leadership with enhancement of overall well being level. There is a strong connexion between the leadership and spiritual intelligence because the leaders who have higher levels of spiritual intelligence are found to be more effective in making inspiration of their employees and motivating them. The leaders which have good level of spiritual intelligence have a better sense of compassion and understanding of human nature and relationship which allows them to make a connexion with their employees at the deepest level. A high spiritually oriented leader is more able to develop an environment of the work culture which promotes a better sense of objective purpose and fulfilment and which can lead to better employee's engagement and enhanced productivity. They observe to be better collaborative and following an inclusive approach in their leadership which helps in developing a level of trust and respect from

531

subordinates. The leaders with higher spiritual intelligence are also very adaptive in nature and they accept the all changes and uncertainties in a better way. This undoubtedly will help them to make a guide in their decision making process. This also inspires them to overcome from the different challenges and obstacles coming in their working culture at the time of making a development of spiritual intelligence in their leadership a better self reflection and contemplation can be developed. They can also obtain the better opportunities and have in connexion with other leaders who are possessing better levels of Spiritual Intelligence and can also learn from their experiences as far as the involvement of employees comes into the picture. The spiritual intelligence will definitely play a significant role in making a promotion of better sense of responsibility at the workplace. The researchers have also found that the employees who have a feeling of connexion with the very purpose and meaning of the work they are more productive and highly satisfied with their work.

The spiritual intelligence can also make an announcement in the communication and collaboration level of employees with other employees and it helps in developing a sense of compassion respect and beliefs and values of others. It gives employees found that they are listened by their seniors and whatever contribution they are making is valued by their organisation. They becomes more committed towards the work hence to develop spiritual intelligence at the workplace the employers can make an encouragement of their employees to participate in a better way to various awareness developing practises including mediation and self reflection. Ample of opportunities can also be developed for the employees so that they can develop a connexion with each other on a deeper level with the help of activities of team building discussions among the groups another social interaction levels spiritual intelligence could also help for developing a sense of acceptance in the circumstances of uncertainty. While we recognise that there is something which is beyond the control we need to develop at the same time or cultivate a trust level with a higher universal force and that is how the individuals can learn to forgo their needs for the certainty and to make or put a control on the uncertainties developed through curiosity. Undoubtedly the leadership and spiritual intelligence are found to be closely interrelated and the leaders who is possessing better levels of spiritual intelligence are found to be more effective and inspiring motivating to their employees. By adopting the spiritual intelligence in their leadership leaders can develop a kind of a work environment which undoubtedly promotes the purpose and fulfilment of engagement and productivity of employees. The spiritual intelligence can also play an important role in promoting and developing the engagement of employees so that a greater connectivity with each other and the better work culture can be developed.

OBJECTIVES OF THE STUDY

The study has undertaken a different body of information as far as the spiritual intelligence is concerned. While the researchers makes a debate on the definition of spiritual intelligence this research work will further add on in the understanding of the impact of spiritual intelligence of the leaders on making a development of organisational culture and trust. Various studies which have been conducted on spiritual leadership have shown that spiritual intelligence and its relationship with other factors of leadership. We will work together to develop a transformational leadership so that a culture of trust can be developed in the organisation. The contribution of the study in an overall phase manner is that it gives new wide views

of a spiritual intelligence along with the development of influential leadership. The organisations which experiences lower levels of trust may accept spiritual intelligence and the various programmes for the developments for making a change in the culture of the corporate of any organisation. The result of our research is a kind of catalyst for making an inspiration to the leaders so that a holistic approach for developing leadership skills can be obtained. The conceptual background of the study has been developed using various theories available on intelligence or spiritual intelligence. Since the spirituality and its involvement in the leadership is increasing in the organisations from the last few decades it is becoming very necessary that all the leaders shall develop an understanding about the spiritual leadership.

RESEARCH METHODOLOGY

For the purpose of our study we have chosen a qualitative method of research. The basic objective of selecting qualitative method of research is to make an exploration of the spiritual intelligence and its role in influencing the leaders and the organisational trust. The qualitative methodology and its intention to use are to understand the perception of different participants and perspective levels in the different events in the circumstances. With the help of a qualitative method we can better understand the phenomenal aspects which leader's uses in a spiritual intelligence and it creates a participative approach between the perception of leaders and the spiritual intelligence.

Design of research

We have taken sample from respondents from three companies from 25 employees. The participants which are included for the study are executives and the senior leaders who are the part of top management the ratio of leaders and employees has been taken in such a way that it is equal and we have also included some potential leaders along with their perceptions and values and equal sample of general employees has also been taken.

Framework used for sampling

The criterion which is used for the selection of sample and the population is completely based on participants or respondents role in the organisation. An equivalent sample of employees of the general level has also been included so that an unbiased perception of leaders can be obtained as far as the trust of the organisation is concerned. The study has made or addressed the role of spiritual intelligence in the workings of the senior leaders and how they influence the trust of organisation. The perspective of senior leaders according to their experience on the spiritual intelligence has given an insight into the role of spiritual intelligence on giving an effect on the organisation.

Source of data

The primary data has been collected through the help of a close ended questionnaire and by distributing them to the respondents. This all has been done through a framework of interview With same set background of spiritual intelligence the gathering of the data is an activity where a researcher need to put all the efforts to obtain the narratives and descriptions another aspects of the research.

RESULT AND ANALYSIS

We have applied the correlation technique of Pearson's and regression linear analysis and they have been computed to make analysis of the set hypothesised model so will test have been performed to find out various mediators and their effects of personality factors as existing between the spiritual intelligence and its effectiveness on leadership.

Table 1: Means, Standard Deviation, and Correlation Values

	Variables	M	SD	1	2	3	4	5	6
1	Spiritual Intelligence	66.31	16.47	1					
2	Effectiveness of the Leadership	76.14	16.08	.000	1				
3	Conscientiousness	9.51	2.53	0.051	.152**	1			
4	Experience and its level to openness	7.89	3.41	.-.351**	.203**	.241**	1		
5	Agreeableness	9.10	2.91	-.081	.051	.219**	-.068	1	
6	Extroversion	10.03	2.98	.311**	-.009	-.083	-.322**	-.081	1
7	Emotional Stability	10.03	3.819	.191**	.091	.-.030	-.138*	.293*	.339**

*p>.05, **p>.001

The above table 1 shows that the mean values the standard deviations and the values of the correlation as existing between the different variables. The results of the table show that spiritual intelligence is having a significant or material positive link with the leadership of effective level in the various personality traits of stability of emotions. An extra version but at the same time it is also negatively connected to the openness level of experience. The findings also suggest that there is a kind of significant connexion between the effectiveness of leadership and the experience levels.

Table 2: Coefficient value of standardized and t-value from Path analysis of the trans-contextual model

Relationship	Factor Value of the Coefficients	T-Statistics Value
Relationship between Spiritual Intelligence and Conscientiousness	-0.29	0.81
Relationship between Spiritual Intelligence and Experience	-0.48**	4.91**
Relationship between Spiritual Intelligence and Agreeableness	-0.26	0.97
Relationship between Spiritual Intelligence and Extroversion	0.47**	3.89**
Relationship between Spiritual intelligence and Emotional Stability	0.23	2.03

Relationship between Conscientiousness and Leadership Effectiveness	0.13	0.63
Relationship between Openness to Experience and Leadership	0.41*	2.11*
Relationship between Agreeableness and Leadership Effectiveness	0.21	0.71
Relationship between Extroversion and Leadership Effectiveness	-0.01	0.11
Relationship between Emotional Stability and Leadership Effectiveness	0.19	0.83

*p>.05, **p>.001

The above table 2 indicating the beta coefficient values and T values calculated for different hypothesised levels. The results of the study are showing that the level of spiritual intelligence is a very critical factor for the different dimensions of the personality as far as the openness and experience is considered. The findings of the study also indicate that different traits for experience and the openness of the leaders are impacting the effectiveness of their leadership.

CONCLUSION
The basic objective of this phenomenological study or research is to make a finding of the involvement or the role of the spiritual intelligence on the influence of leadership along with the organisational trend, interest and to make a report of some lived examples where we found that the senior leaders in the management of different companies. As far as their spiritual intelligence and trust is connected the effect of various social nature changes may include development of a deeper and wider understanding of the spiritual intelligence levels of the leaders and how their spiritual intelligence may play a very significant role in influencing the leaders and their trust level in the organisation and how these leadership development can be used for potential business opportunities of different levels. The studies further making a demonstration that different levels of personality traits undoubtedly regulate the behaviour of the effective leadership. The study has in the opinion of the researcher will going to contribute to a significant level in making the explanation which could have an impact on the significant aspect of influential levels for effective leadership. In the opinion of the researcher the 5 big traits of the personality which includes extra version the emotional stability levels, their level of openness to the experience and they all have significant correlation of their leadership than any other kind of personality trait. The study has also given an important result that openness towards the experience in the organisation undoubtedly plays a very significant role in developing a relationship between the effectiveness of the leadership and spiritual intelligence level. It does not indicate that a spiritual intelligence is in conjunction or in compassion with various personality traits of different openness levels to experience. The effective leadership in any organisation undoubtedly, the spiritual intelligence can be used for making an expansion of capacity levels and their contribution to the services of other categories. With the help of spiritual intelligence we can use our inner resources to make the capacity levels better and to make

empowerment of the tolerant and adoptability in an effort made for developing. the leaders with the sense of their individual objectivities and purposes their visions and their missions is spiritual intelligence will definitely going to help in making organisation better with expanded training curriculum.

REFERENCES

1. Akhtar, S., bin Arshad, M.A., Mahmood, A. & Ahmed, A. (2015). Spiritual quotient and ethical values towards organizational sustainability. International Letters of Social and Humanistic Sciences, 58, 1-7.

2. Bansal, A. (2016). Employee trust dynamics during organizational change: A context of mergers and acquisitions. Asia-Pacific Journal of Business Administration. https://doi.org/10.1108/APJBA-08-2015-0075

3. Chiniara, M., & Bentein, K. (2016). Linking servant leadership to individual performance: Differentiating the mediating role of autonomy, competence and relatedness need satisfaction. Leadership Quarterly, 27(1), 124–141.

4. Dash, M., & Patnaik, P. (2015). Role of spiritual intelligence in emotional intelligence and mental health. Indian Journal of Positive Psychology, 6(3), 279–282. Retrieved from http://www.i-scholar.in/index.php/ijpp

5. Eva, N., Sendjaya, S., Prajogo, D., Cavanagh, A., & Robin, M. (2017). Creating strategic fit: Aligning servant leadership with organizational structure and strategy. Personnel

6. Gardner, H. (1999). Intelligence reframed: Multiple intelligences for the 21st century. New York, NY: Basic Books.

7. Hamstra, M., Van Yperen, N., Wisse, B., & Sassenberg, K. (2014). Transformational and transactional leadership and followers' achievement goals. Journal of Business & Psychology, 29(3), 413-425. https://doi.org/10.1007/s10869-013-9322-9

8. Kashyap, V., & Rangnekar, S. (2016). Servant leadership, employer brand perception, trust in leaders and turnover intentions: A sequential mediation model. Review of Managerial Science, 10(3), 437-461. https://doi.org/10.1007/s11846-014-0152-6

9. Maharana, P., Patra, S., Srinivasan, T. M., & Nagendra, H. R. (2014). A twenty-year literature on evaluation of spiritual leadership: The new insight for the corporate world. Indian Journal of Positive Psychology, 5(3), 286-292.

10. Seena, N. S., Suresh, S., & Ravindranadan, V. (2017). Emotional intelligence, spiritual intelligence and subjective well-being of yoga practitioners. Indian Journal of Positive Psychology, 7(4), 577–582.

11. Pawar, B. (2014). Leadership spiritual behaviors toward subordinates: An empirical examination of the effects of a leader's individual spirituality and organizational spirituality. Journal of Business Ethics, 122(3), 439-452. https://doi.org/10.1007/s10551-013-1772-5

12. Radhika, M. (2014). Spiritual quotient. Narayana Nursing Journal, 3(2), 10-12. https://doi.org/10.5455/nnj.2014-06-3

13. Vanhala, M., & Ritala, P. (2016). HRM practices, impersonal trust and organizational innovativeness. Journal of Managerial Psychology, 31(1), 95-109. https://doi.org/10.1108/JMP-03-2013-0084