

EMOTIONAL INTELLIGENCE AND SPIRITUAL LEADERSHIP: AN ORGANIZATIONAL STUDY

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ABSTRACT

This study is contextualized on the area of organizational behavioural science and explores emotional intelligence and spiritual leadership. The aim of this study is to advance an understanding on Emotional intelligence and spiritual leadership and their effect on organizational success. The epistemological view of this study is interpretivism; The ontology is subjective, as the opinions, experiences and behaviour of the participants in the contextual social phenomena will be collected to evaluate the results and draw conclusions. The research strategy is case study and stratified sampling will be used for the data collection phase. Primary data will be drawn from qualitative data collection techniques, such as the semi-structured interviews, observation and the MSCEIT test.

INTRODUCTION

Organizations all around the globe are under serious pressure on a daily basis due to the consistent change facing the nature of work (Biberman & Whitty, 1997). This can be evident in the changeable dynamics, procedures and requirements of a job (Harari, 1993). Recently, organizations started to rely heavily on acquiring managers with high leadership skills. Thus, researchers altered their focus to study the influence of human behaviours and traits on managerial performance within the organization.

The first aspect they focused on is emotional intelligence. It is defined as managing ones emotions alongside others in a way that

meets the intended goal (Goleman, 2006). Several arguments about emotional intelligence appeared due to its impact on the literature of leadership (Kerr, et al., 2006) (Sadri, 2012). For instance, some researchers proved that emotional intelligence has positive effects and led to a change in the style of leadership. On the other hand, sympathizing with employees is the key to a successful management alongside high intellectual capabilities (Smollan & and Parry, 2011).

Additionally, the societal and organizational change called for a new holistic way of leadership to embrace all the new foundations that are present in the essence of human existence (Moxley, 2000). Therefore, spirituality within the workplace has been gaining a huge attention in the organizational sciences (Giacalone & Jurkiewicz, 2010). Thus, the implications this new trend has on the organizational behavior rendered managers helpless but to utilize a new type of leadership (Giacalone & Jurkiewicz, 2010). Spiritual leadership gained lavish evidence proving an increase in commitment, productivity, reduced absenteeism and employee turnover (Malone & Fry, 2003). These theories talks about the ability of emotional intelligence and spiritual leadership to increase job satisfaction and increase trust. These two variables lead to high productivity within the organization. To add, the previous variable are the main components of an organizational success in the market.

The purpose of this paper is to elaborate the relationship between emotional intelligence and spiritual leadership with the organizational performance. To add, a secondary research will be conducted to discuss the literature review of emotional intelligence and spiritual leadership. Alongside, a primary research conducted test the proposed hypotheses within the paper.

RESEARCH AIMS AND OBJECTIVES

This paper aims to investigate the aspects of emotional intelligence and spiritual leadership in organization to show how they are connected with the organizational success. The study will assess the claim that possessing emotional intelligence leads to the ability of

being a spiritual leader. After that, this article will evaluate the link between emotional intelligence and spiritual leadership with organizational success.

To meet the aim of the study two questions must be asked:

1. How does emotional intelligence and spiritual leadership affect each other?

2. How can spiritual leadership and emotional intelligence affect the level of organizational success?

Four objectives are set in this research to address the aforementioned questions. First, an extensive literature review will be conducted to introduce existing theories about emotional intelligence and spiritual leadership. The second goal is to create a suitable data base around the subject, while the third is to identify the gaps between theory and the application of the variables studied. Finally, this study will suggest some recommendations to support further research.

SPIRITUAL LEADERSHIP

Leadership has attracted the attention of a vast number of organisational science researchers with conflicting results (George, 2000). According to Bolden et al., (2011), different leadership styles and traits exist which makes it impractical to find a single individual combining them all. Until now, no generally valid definition of leadership that defines the best style for every situation has been agreed on, since different definitions of leadership are appropriate under varied circumstances (Counts, Farmer, & & Shepard, 1995). Leadership theories tend to be narrow focusing on leaders without showing interest in their followers. Hence, most of the traditional leadership models offer a set of skills or attributes to which it is possible to judge the leader's competences by maintaining the focus on the individual leader ignoring the efforts exerted by other individuals in the team (Bolden et al., 2011). This provides a standard of capabilities and characteristics that could define a leader and his rate of success.

Spiritual leadership theories are designed to construct a fundamentally motivated, learning organizations. This theory is created

with a basic motivation model that relies on vision, faith, hope and love. This theory basically depends on the spiritual well-being of employees. Furthermore, the sole purpose of spiritual leadership theory is to tap into the intrinsic needs of both leaders and employees for spiritual survival through membership, to create similar visions and values across the team. This theory attempts to induce empowerment to retain not only the psychological well-being and positive attitudes but to increase trust and productivity (Fry L. W., 2003). Fry et al., (2005) highlighted the importance of spiritual leadership by introducing the concept of positive human psyche. He also argued that workplace spirituality sheds the light on ethical well-being which is defined as living ones true self (Cashman, 1998) (Fry, Vitucci, & Cedillo, 2005). This term is considered to be necessary but not sufficient for spiritual well-being. Nonetheless, Fry (2005) consider that achieving spiritual well- being is related to the fact that a person must be trustful of his team or the organization.

Proposition 1a: Spiritual leadership is positively correlated with trust between managers and employees.

Proposition 1b: Spiritual leadership is positively correlated with productivity.

EMOTIONAL INTELLIGENCE

To define emotional intelligence, this section will define emotions and intelligence separately. As a start, emotions are subjective feelings that could have a negative or a positive approach arising from an external or internal event (Wiegand, 2007). To illustrate, emotion have a powerful effect compared to their short lives, contrary to a mood that can take a bigger duration in time to fade (Kelly & Barsade, 2001). Moreover, intelligence is the ability to attain a certain level of knowledge by learning from previous experiences, which aids a person to adapt and shape his way of thinking (Sternberg, 2012).

Mayer & Salovey (1997) defined emotional intelligence as the ability to generate and control emotions effectively. Also, they claimed

that emotional intelligence is the ability to perceive emotions in a way that could not cloud one's judgment and enables intellectual growth. Thus it is considered a way of adaptability which leads to increasing levels of jobs satisfaction. Emotional intelligence is also defined as the capability to assimilate and manage one's and others emotions to act accordingly and attain rationality while thinking (Chartered Management Institute 2004). Applying emotional intelligence to the work place includes acting professionally and effectively to manage and perceive others emotions to meet the greater good of the work establishment (Palmer & Stough, 2001). Salovey & Mayer (1990) were the first authors to write about the conceptualization of emotional intelligence. They related mental health and empathy to the state of being emotionally intelligent (Bolden et al., 2011). Afterwards, they defined emotional intelligence as the ability to reason about emotions to improve the simple way of thinking. They linked emotional intelligence to the ability of accessing and generating emotions to promote job satisfaction (Mayer & Salovey, 2004). Salovey & Mayer (1990) went ahead by treating emotional intelligence as a cognitive ability which aids people to adapt to different environments.

Proposition 2a: Emotional intelligence is positively related to job satisfaction.

Proposition 2b: Job satisfaction is positively correlated with productivity levels.

Proposition 2c: Job satisfaction and productivity are positively related to organizational success.

LEADERSHIP AND EMOTIONS

During the twentieth century, emotions were considered a threat that could affect intellectuality and work outputs. Thus, leadership theories were based on the set of skills and behaviours a person possesses that could manage the success of the bureaucratic businesses at the time (Bolden et al., 2011). Emotions and feelings remain the obstacle that clouds judgments leading to misplaced decisions and

behaviours (George, 2000). However, Bolden et al. (2011) argues that emotions are with value to the organisational performance, and a leader's emotions greatly impact the followers' performance. Around the twenty first century, other types of intelligence were suggested such as general intelligence, artistic intelligence, and emotional intelligence which led to new studies related to different sets of skills (Hughes, Ginnett, & Curphy, 2012). Gardner (1983) considers that personal intelligence means encompassing intrapersonal and interpersonal intelligences, which are the initiators of emotional literacy and emotional intelligence.

George (2000) believes that a leader's emotions are the dominant part of the leadership process. She suggests that a person's cognitive abilities and decision-making processes can be directed by positive and negative emotions to important concerns (Bolden et al., 2011) (George, 2000). George (2000) connects emotional intelligence skills and leadership skills in her research where she debated five key aspects of leadership that are formed from four emotional intelligence skills: 1) appraisal and expression of emotions; 2) the use of emotions to enhance cognitive processing and decision-making; 3) awareness of emotions; 4) ability to manage emotions (Bolden et al., 2011) (George, 2000).

Even though the emotional intelligence and spiritual leadership are treated as different areas. However, they both lead to the same outcomes. These outcomes are job satisfaction, trust and productivity which are related directly to the organizational success. Furthermore, previous spiritual leadership literature includes emotional components. This inclusion leads to the assumption that both constructs are interrelated in a way (Korac-Kakabadse, N., & Kakabadse, 2002). Nevertheless, it is useful to fill the void in the literature and develop an understanding between both emotional intelligence and spiritual leadership to examine the correlation they possess with the overall organizational success.

Practitioners in professional environments encounter different problems that they are not able to solve based on their intellectual

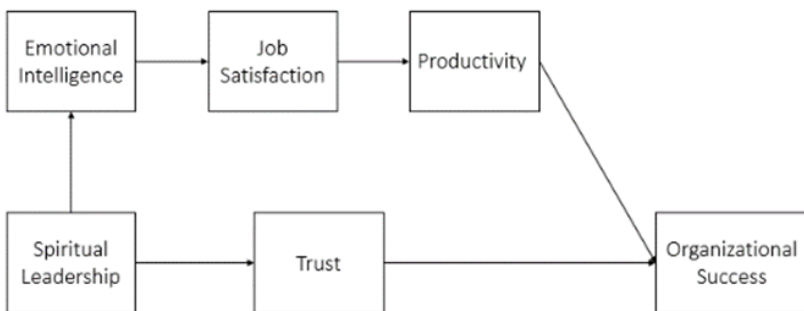
knowledge, thus Schön (1983) describes the conduct of an organisation as unpredictable and messy with all their features. Thus, when a problem occurs, a manager must step out of the usual training and centrality and assume that some complications may cause more damage than they are expected to (Schön, 1983). This is normal; hence organisations are characterised by their ambiguity even though the outline itself consists of several standardized processes and managers must face it fully prepared. A manager's EIQ (Emotional intelligence Quotient) is related to his levels of intuition. Thus, acquiring a set of skills that aid in becoming more reflective will enhance his adaptation skills which will lead to solving the predicaments that appear professionally even when under pressure (Winter et al., 2006). Therefore, it is valuable to study whether emotional competences can be applied in the way a manager leads his employees while facing different complicated problems, hence leading to better reflective abilities.

Proposition 3a: Emotional intelligence makes a leader.

Proposition 3b: Spiritual leadership is positively related to emotional intelligence.

Proposition 3c: Emotional intelligence and spiritual leadership are positively related to the organizational success.

Figure 1. A perspective model of the Study



RESEARCH METHODOLOGY

The study will be following an explorative approach to identify multiple relationships between emotional, spiritual leadership and the levels of organizational success. Therefore, the paper deployed qualitative methods to investigate the literature and quantitative methods to analyse and discuss the answers to the propositions posted above. The study will include a primary research based on interviews that will be set with different managers from different industrial sectors.

The literature review is going to be analysed deeply for the reader to understand the academic discourse and theoretical underpinnings of the topic. While the review of company-based sources, will contribute in understanding how managers employ emotional intelligence in their leadership styles to reach organizational success. The research will include a semi-structured open interview in order to give participants from different professional backgrounds full freedom to express their opinions about the topic. This method is employed to attain rich data for the propositions posed within the literature review. In addition, the primary data will employ Mayer Salovey Caruso emotional intelligence test (MSCEIT) in order to examine if emotional intelligence is the cause of the elasticity behind the leadership styles a manager might utilize. To add, the dissertation will be investigating ten companies' perceptions regarding the topic. Within those companies, several managers will interviewed to bring the total number of interviewees to 50 line and top managers.

The interviews will be carried out by utilising different communication tools to avoid the difficulties to reach the interviewees. Some of the tools will include video calls, voice calls and face-to-face conversations. This arrangement is set to guarantee that the participants feel comfortable sharing their knowledge to help finalising this research. The structure of the interviews will be set based on the research objectives and the topics covered in the literature review for the purpose of collecting the correct information.

The interview will be made up of four parts: personal view of

emotions and leadership, the perceptions of emotions in organizations, perceptions of emotions in organisations and individual opinions about what are the competencies needed within the team.

CONCLUSION

Although there is rich literature on emotional intelligence and leadership, the specific area of or relationship between the subject matter, employees' jobs performance and how it affects the outcomes of organizations remains largely unexplored. Additionally, this work highlights how the role of emotional stability, social skills and general mental capabilities play in employees' job performance as compared to IQ. There is emphasized the relationship between the emotional intelligence and job performance within different business sectors. Based on the findings, this research will suggest a new strategy for creating policies that will set employees on a path to reach their full potential in the organization.

Finally, the spiritual leadership is not something usually managers tend to utilize within their practice. This study emphasizes the importance of spiritual leadership mixed with high levels of emotional intelligence. The findings are supposed to shed a light on the effect of emotional intelligence and leadership's ability to increase the overall productivity despite a person's IQ and academic capabilities.

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ემოციური ინტელექტი და სულიერი ლიდერობა: ორგანიზაციული კვლევა

რამილ ალჯაბალი,
კავკასიის ბიზნეს სკოლის დოქტორანტი

რეზიუმე

ნაშრომი ეხება პრობლემებს ორგანიზაციული ქცევითი მეცნიერების სფეროში და იკვლევს ემოციურ ინტელექტსა და სულიერ ლიდერობას. ამ კვლევის მიზანია ემოციური ინტელექტისა და სულიერი ლიდერობის არსის გარკვევა და მათი ზეგავლენა ორგანიზაციულ წარმატებაზე, თანამშრომელთა ქცევაზე, შრომის პროდუქტიულობაზე. ამ კვლევის ეპისტემოლოგიური ხედვააა სუბიექტური ინტერპრეტატივიზმი და ონტოლოგია, რადგან კონტექსტურ სოციალურ მოვლენებში მონაწილის მოსაზრებები, გამოცდილება და ქცევა გროვდება შედეგების შესაფასებლად და დასკვნების მისაღებად. კვლევის სტრატეგიას წარმოადგენს შემთხვევის შესწავლა, მონაცემთა შეგროვების ფაზისთვის გამოყენებული იქნება სტრატეგიცირებული შერჩევა. პირველადი მონაცემები მიიღება მონაცემთა შეგროვების ხარისხობრივი ტექნიკიდან, როგორიცაა ნახევრად სტრუქტურირებული ინტერვიუები, დაკვირვება და MSCEIT ტესტი.

საკვანძო სიტყვები: ორგანიზაციული ქცევა, სულიერი ლიდერობა, ემოციური ინტელექტი.

EMOTIONAL INTELLIGENCE AND SPIRITUAL LEADERSHIP: AN ORGANIZATIONAL STUDY

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RESUME

The work addresses the problems in the field of organizational behavioral science and explores the emotional intelligence and spiritual leadership. The aim of this study is to understand the essence of emotional intelligence and spiritual leadership and their impact on organizational success, employee behavior, labor productivity, employees' jobs performance. The epistemological view of this study is subjective interpretivism and ontology, as the views, experiences, and behaviors of the participant in contextual social events are gathered to evaluate the results and draw conclusions. The research strategy is a case study, stratified sampling will be used for the data collection phase. The primary data are obtained from the qualitative data collection techniques such as the semi-structured interviews, observation and MSCEIT test.

Additionally, there is highlighted how the role of emotional stability, social skills and general mental capabilities play in employees' job performance as compared to IQ. This will emphasize the relationship between the emotional intelligence and job performance within different business sectors. Moreover, spiritual leadership is not something usually managers tend to utilize within their practice. This study will emphasize the importance of spiritual leadership mixed with high levels of emotional intelligence. Based on the findings, this research will suggest a new strategy for creating policies that will set employees on a path to reach their full potential in the organization.

Finally, the findings are supposed to shed a light on the effect of emotional intelligence and leadership's ability to increase overall productivity despite a person's IQ and academic capabilities.

Keywords: Organizational Behavior, Spiritual Leadership, Emotional Intelligence, IQ.