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# The effectiveness of spiritual values and emotional intelligence in enhancing the employee's performance

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## Abstract:

*Empathy and motivation are increasingly being important in today's competitive world. The greatest challenges before the organizations are now how to retain the desired talent or efficient manpower. Today's organizations are suffering from the dearth of talents although they are offering fat remuneration to the employees. Now a days the employee is inclined towards the mental peace and less stressful environment, and also involved in exploring work life balance. To maintain work life balance people are striving hard for self evaluation and understanding. An individual can understand himself/herself well by the virtue of spiritual values, which in turn give rise to emotional intelligence and hence, ultimately leads to noble soul. This paper explores how spiritual values enhances emotional intelligence which contributes all round individual and organizational efficiencies*

Emotional intelligence is the "need of the hour". In today's competitive era, EI plays a vital role in an organization. It simply means knowing our own and others' emotions. But before that we have to understand the value of spirituality, and then would be able to understand the vitality of emotional intelligence. The application of EI in our life brings efficiency of work, high performance-rate and finally self satisfaction. We need to handle our emotions in a careful manner and once we handled our own emotions then only we can understand the other people's emotions in a better manner.

We all have different personalities, different wants and needs, and different ways of showing our emotions. Emotional intelligence basically, is the ability to recognize one's emotions, understand what others are telling, and realize how emotions are affecting people. Emotional intelligence also involves the perception of others which leads to great interpersonal

relationship. People with high emotional intelligence are usually successful in most things they do. Why? Because, they understand others well and when people with high EI need help, they get it. Because they make others feel good, they go through in their life much more easily than people who are easily angered or upset.

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Emotion refers to a feeling state that conveys information about relationships-typically, which one would like to join with others. Intelligence refers to the capacity to reason validly about information (Mayer *et al*, 2000). Emotional intelligence represents an ability to validly reason something with emotions in order to enhance thoughts (Mayer *et al*, 1999).

It is rightly said: *If God answers your prayers*, he is increasing your faith. If he delays it, he is increasing your patience. If he doesn't answer, he knows, you can handle it yourself. So in every moment trust him and handle the situation with the help of strong emotional intelligence.

### Literature Review

Many scholars have worked on Emotional intelligence. The earliest roots of E.I can be traced to Darwin work on the importance of emotional expression for survival. Emotional behaviour originally served both as an aid to survival and as a method of communicating intentions (Darwin, 1872).The expression of emotions is very important for the development of human being. If there is no expression of emotions this implies that the individual does not have the sense of emotions. Research has shown that people show emotions by means of facial expression. Edward Thorndike (1930) describes the concept of "social intelligence" as the ability to get along with other people. Later Wechsler (1940) suggests that affective components of intelligence may be essential to success in life. Maslow (1950) described how people can build emotional strength and then later Gardner (1975) introduces the concept of multiple intelligences.

Reuven-Bar-on (1997) has contributed a lot towards the study of Emotional intelligence. The Model of Emotional, Social intelligence is being concerned with effectively understanding oneself and others, relating well to people and adapting to and coping with the immediate surroundings, to be more successful in dealing with environmental demands. Mayer & Salovey (1990) emphasized emotions as information that helps navigate the social environment and emphasized that individuals have different abilities to process emotional information and to relate emotional processing to cognition. It is comprised of 4 types of abilities such as perceiving, using, understanding and managing Emotions.

Goleman(1998) stressed that EI is important ability for success in the work place. He also introduced five basic emotional and social competencies such as self awareness, self regulation, motivation, empathy and social skills.

Numerous research studies have shown that increases in emotional competencies in areas of self-awareness, self-management, social awareness and relationship management are related to improvements in workplace productivity and profits. It further suggests that up to 90% of the difference between outstanding and average person is linked to emotional intelligence. EQ is two times as important as IQ and technical expertise combined, and is four times as important in terms of overall success.

The rules for work are changing. We are being judged by not just how smart we are but also by how well we handle each other and ourselves. Cultivating a positive relationship with oneself is also important in life. This relationship, centered on self-awareness and trust of oneself, is a prerequisite to trusting and effectively interacting with others. To be effective, an individual needs to know and utilize their personal values and strengths to achieve their goals. When a person is not self-aware or does not fully trust himself or herself, energy is often spent in masking shortcomings and acting inconsistently. Having control of one's self, including a high level of self-trust, better equips individual to serve others authentically.

Emotional Intelligence or Emotional Quotient (EQ) is increasingly relevant to organizational development and developing people, because EQ principles provide a new way to understand and assess people's behaviours, management styles, attitudes, interpersonal skills, and potential. Emotional Intelligence Quotient is an important consideration in all aspects of an organization: human resources planning, job profiling, recruitment interviewing and selection, management development, customer relations and customer service, etc. The good news is, unlike IQ, EQ skills can be developed and improved over time.

Emotional intelligence (EI) refers to the ability to perceive, control, and evaluate emotions. Some researchers suggest that emotional intelligence can be learned and strengthened, while other claim it is

an inborn characteristic. Emotional intelligence is closely linked with spiritual values / spiritually. Our spiritual values enlighten our soul. Spiritual values can be defined as religious or human values that reflect one's beliefs about life, honesty, forgiveness, Positive thinking and gratitude etc. Spiritual values" implies that they are something that human beings need to aspire to and hopefully someday achieve. We are very well aware that most people see human nature as anything but spiritual – they typically see it as limited, imperfect, and so on.

However, we know that we are spiritual beings first and that "to be human is to be spiritual." So, by calling these spiritual values "human values," it reminds us that they are inherent in our spiritual nature. The spirituality, we mean the best possible intentions in thoughts, action and words. It also emphasizes on always do and give your best, offer a helping hand whenever anyone is in need, be kind, generousness and respect for all. The benefits of spirituality is mind boggling, for instance, spirituality bring peace of mind, which is essential to understand the emotions. Secondly, a loving appreciation of yourself and those around you and a sense of harmony, freedom from fear & anxiety. Lastly, it would also provide an ability to shape up the life as per the values. In short by being spiritual or inculcating spiritual values in lives we can understand emotions in an effective manner.

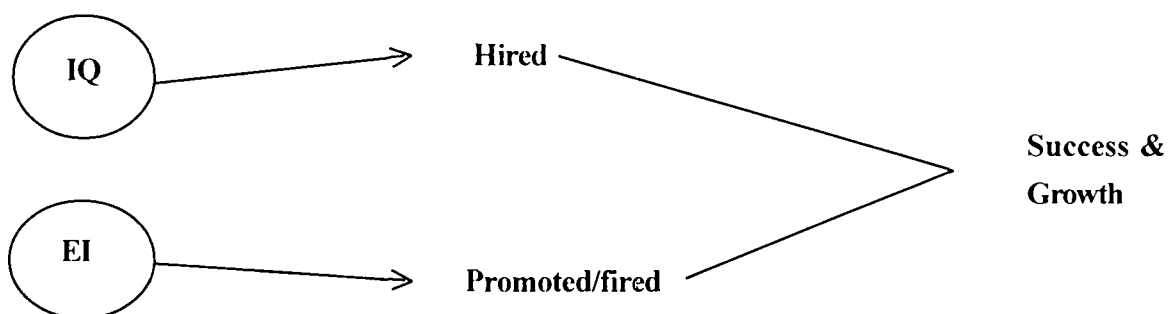
On the other hand, the ethical values also play a dominant role in our life. It denotes degree of importance with the aim of determining what action or life is best to do or at least attempt to describe the value of different actions. It may be described as treating actions themselves as abstract objects, and putting value to them. Ethics is human moral conduct

according to principles of what is right or wrong. In Short Ethical values are kind of values that have to do with being good or doing the right thing.

An emotional intelligence aspect is closely linked with the heart. We can understand emotions through our heart. "Emotional intelligence" refers to the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in us and in our relationships. One has to understand the difference between Emotional mind and rational mind.

**Emotional mind** (with high level of EI) - is able to take decisions at a fast rate and has following features. It is emotional in nature, related to heart and has high degree of empathy. It is a measure of emotional intelligence, or ability to use both the emotions and cognitive skills in our life. Emotional intelligence competencies include empathy, intuition, creativity, flexibility, resilience, coping, stress management, leadership, and integrity, authenticity, intrapersonal and interpersonal skills.

**Rational mind** on the other hand (with high – level of IQ) has following features like it is logical in nature and is related to mind; lastly it has high degree of sympathy. IQ is a number used to express the apparent relative intelligence of a person that is the ratio multiplied by 100 of the mental age as reported on a standardized test to the chronological age. IQ is the measure of cognitive abilities, such as the ability to learn or understand or to deal with new situations; the skilled use of reason; the ability to apply knowledge to manipulate one's environment or to think abstractly as measured by objective criteria (as tests); mental acuteness; logic and analytical skills.



**IQ + EI = The Professional Success & Growth**

As it is clear from the diagram – I.Q factor gets an individual hired whereas E .I factor (gets an individual promoted or fired.). Ultimately one can say that professional success depends upon IQ & E.I factor. According to Daniel Goleman (1995): IQ can help you to be successful to the extent of 20% only in life. The rest, forces 80% success depends on Emotional Intelligence.

High spiritual values with strong emotional intelligence leads to Noble soul. Noble soul as the word signifies humbleness and humility. Soul is individualized, ever existing, ever conscious, ever blissful. As the tiniest drop of water from the ocean is a minute part of the ocean itself, it contains all the qualities of the Ocean, without exception, so, in the same way, the soul, contains all the qualities of the Divine (Yogananda satsang). Unconsciously man knows he is divine but consciously he has forgotten his true nature. The inner soul has become corrupt. By learning spiritual values and emotional intelligence, the soul becomes noble and humble. The same like level 5 leadership style which is based on the idea of respect, selfless contribution and strong powerful commitment to achieve results and bring out the best. Level 5 (Collins,2005) leaders are humble with strong professional will and lead with the help of disciplined thought and disciplined action.

When one inculcates emotional intelligence aspect into our soul we can understand our emotions and emotions of others. So, to become noble soul, we need to understand our own emotions and reform our self, and by doing so we would be able to reform many others also. Noble soul is compassionate. Soul's

awakening is the realization that the knower, the thing known and knowledge are all the same. Everyone has a personality ray and a soul ray. The mind is on one ray and our emotions are usually on a different ray, as is our physical body. Our connection to the divine gives rise to many wonders, one of which is the mystery of the seven great rays which guide our lives. These rays have a tremendous influence on our personality. The life journey is to bring these parts of the personality into harmony, and following the integration of the personality, to bring the personality into harmony with the soul so that they form a powerful unity (Bailey,2009). The seven rays can be defined as the major Rays (Rays of Aspect)

1. Ray of Will, power , and intent(red)
2. Ray of love and wisdom(blue)
3. Ray of Active intelligence (Philosophy or potential activeness)(yellow)  
The Rays of attribute and characteristics
4. Ray of harmony through conflict and the Arts (green)
5. Ray of concrete knowledge, science and the intellect (orange)
6. Ray of Devotion and idealism (indigo)
7. Ray of ceremonial Magic and order (violet)

Rays have the positive and negative attributes and we have to focus on positive attributes. Each ray has its own quality to help in learn and grow, particularly where it influences our mind, emotions and personality. Each ray has a specific quality that can be used as strength or as a weakness to be overcome. Below is the summary of Ray types by soul, emotional and mental qualities. With the help of this chart we can identify our Ray profile and work on it.

**Ray Characterization Chart**

| Ray | Soul Qualities                             | Emotional Qualities                                 | Mental Qualities  |
|-----|--|---|---|
| 1.  | Dynamic charge of spiritual will and power | Emotional power, suppression , destructive emotions | Firmness in thought and opinion concentrated etc.       |
| 2.  | Glowing suffusion of loving wisdom         | Loving, Calm, gentle, empathetic                    | A mind that is abstract, all- absorbing, receptive etc. |

|   |  |   |   |
|---|--|---|---|
| 3 | Inflow of creative, versatile, active and acute intelligence reflecting the divine plan  | Physic, autonomous disordered, materialistic  | An active, reasoning analytical and deductive mind, manipulative, abstract etc. |
| 4 | Irresistible inner urge to bring harmony and beauty out of conflict and chaos  | Constant emotional struggle and conflict ambivalence, moodiness emotional longing strong emotional and intuitive connection | Mind is mediating reconciling, Unifying, balancing, receptive intuitive         |
| 5 | Unremitting urge to penetrate the veils of matter and from until their secret causes are revealed and their nature exactly disclosed | Flat, colourless unemotional, rational mind-dominated, detached.  | A scientific mind and one that is precise, accurate, focused.                   |
| 6 | Soul qualities unrelenting urge to find and follow some one (or something) to which total devotion can be given                      | Emotional dependency lack of control, emotional intensity.  | Highly focused mind, dogmatic etc.  |
| 7 | The urge to manifest divine ideas in perfect form.   | A disciplined and appropriate emotional response, predictable.  | An organizing, sorting mind, constructive when mentally creating.               |

( from *The seven Rays of Divine Manifestation, William Meaders* )

With the help of this chart we can identify which ray profile characterizes us. So, in short, ray profiles will judge the level of E.I. of all individuals. Mediation helps us to identify different rays. As we sit in silence, ponder on the rays for a moment. Think about what they represent and see if any particular ray comes to our mind. If it does, then it will have a connection with us.

We need to understand our connection with other people as well .Our duties naturally emerge from such fundamental relations like our family, neighborhood, and workplaces etc. We have to make it a habit to consider our roles in an organization and the duties which arise from them. In short, we can say that from our relations our duties are revealed we have to identify our relations with others at work

place, understand their feelings, motivate them, interact with them etc. So, we can link E.I. with the relations we have at the work place.

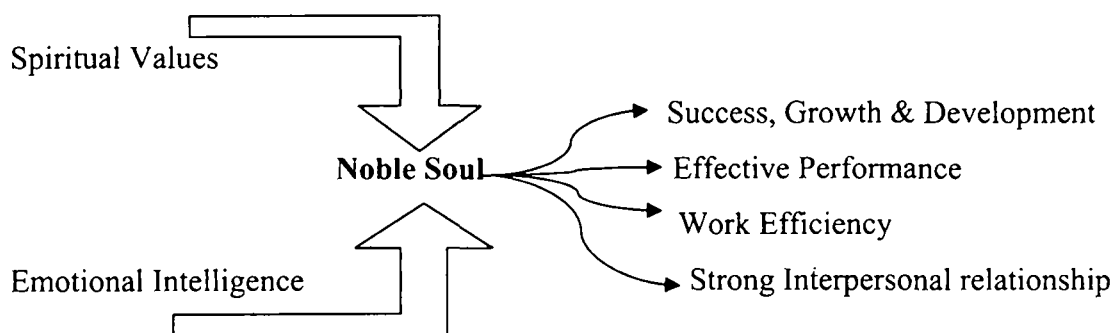
We need to know ourselves, our weakness, and strength and also need to overcome our weakness as well. To understand others we need to understand ourselves first. In short organizations which are following the above mentioned aspects can be termed as Emotional Intelligent Organizations.

### **Spiritual - Emotional Intelligence Model**

As stated earlier, spiritual values has got a very close link to E.I. This can be explained with the help of this model. To gain success growth and development, we need to learn spiritual values first

followed by Emotional intelligence. To have noble soul we have to learn spiritual values and also understand the emotional intelligence. Now question arises, how we would implement spiritual values in our professional life. A noble soul contains spiritual values and emotional intelligence. When spiritual values are implemented, it would leads to performance efficiency as well as work efficiency.

The integrated wholeness of the spiritual values and emotional intelligence give tremendous strength as we seek to bring them forth in our work. EQ is a set of abilities that enable us to effectively manage our self and effectively relate with others. In today's society and workplace, people are no longer content to squelch their emotional expression and their values. People want a nurturing environment that embraces humanistic or spiritual values.



The term emotional intelligence has become an icon; a promise of fulfillment of their unmet needs for emotional and spiritual connection. This desire for connection and wholeness is a part of our continuing human growth; it is basically relates to the authentic self and expression. Emotions have high impact on our thoughts, choices and results. Developing the emotional skills will increase personal effectiveness and consciousness. On the basis of emotions we can consciously choose the action that is most consistent with our values, our purpose and our intended results. Noble soul is basically comprises of high spiritual values in combination with high emotional intelligence. Which leads to performance & work excellence, strong interpersonal relationship, organizational and individual growth and development.

If we are able to read the emotions we would be able to identify the talents .When we speak about spiritual value i.e. trust, we have to develop a trust on the personnel selected so as to build a good relationship with them. E.I. is closely linked to aspects like communication, providing leadership to subordinate and motivation. We have to communicate with our sub-ordinates in a effective manner, understand their emotions, guide them, lead them and

motivate them and at the same time we have to be committed in whatever we do.

In short, team members' emotions play an important role while setting up targets. Unreasonable targets should never be set up by the management. The possession of noble soul increases job satisfaction which ultimately relates to high performance rate, strong interpersonal relationships and finally enhancement of social skills. When employees are charged with noble soul it would lead to high motivation and hence self realization is attained. Emotional intelligent organizations have less customer complaints and increased customer trust and loyalty. Strong interpersonal relationships allow teams to think more clearly under pressure, as they spend less energy on internal emotional turmoil. Emotional Intelligence has been linked to better management performance in retail managers (Slaski *et al*, 2002) and reduced staff turnover and improved scales (Watkin, 2000).

Although "regular" intelligence is important to succeed in life, emotional intelligence is key to relating well to others and achieving goals. Many people believe that emotional intelligence is as important as regular intelligence, and many companies

now use EI testing to hire new staff. A high understanding of spiritual values and emotional intelligence is an awareness of individual actions and feelings – and how they affect on others. It also means that we value others, listen to their wants and needs, and are able to empathize or identify with them on many different levels.

### Conclusion:

An employee with high emotional intelligence can control his or her own impulses, communicate effectively with others, manage modify well, solve problems easily without hassle, and use humor to build rapport in tense situations. These emotionally intelligent employees also have empathy, believe in optimism even in the face of adversity, and are exceptionally talented at educating and persuading in a sales situation and resolving customer complaints in an efficient manner.

There are certain instances which compels an individual to ponder and explore the solutions of the problems like- Why do some people cause conflict while others are so gifted at resolving it? Why do they put self-interest ahead of the organizational values? Why do some salespeople build large returns of new business with ease while others struggle to do so even though they seem to be putting forth the required effort?

In many cases the answer to the above questions lies in "emotional intelligence" which helps to sort out the problems so easily. One study of 44 Fortune 500 companies by Hay Group found that salespeople with high EQ produced twice the revenue of those with average or below average scores. In another study, technical programmers demonstrating the top 10 percent of emotional intelligence competency were able to develop software three times faster than those with lower competency (zeroriskhr.com, 2009).

So, to remain competitive and to stay ahead in such turbulent business world it is advisable for the organizations to have galaxy of high emotional intelligent workforce.

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