

# Spiritual Maturity and Leadership: A study on leaders of different age bars.

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## Abstract

*The research investigated the level of association of 'Age and Spiritual Maturity' among the leaders of different age groups. Hypothesis assumed as a base of this research was tested on the data of 100 respondents collected from the leaders at various levels. Research also illuminates how spiritual maturity grows among the leaders as they gain experience and get old aged. During the research it was also observed that spiritual maturity is a base for rational as well as comprehensive decisions at various situations where other quotient fails to bring results. Thus this study concrete the significance of Spiritual Quotient for effective leadership along with IQ and EQ.*

## Introduction

*A leader is one who knows the way, goes the way, and shows the way. –John Maxwell*

Leader is one who lead by examples. Peter Drucker stated that “Management is doing things right but Leadership is doing right things.” Leaders have been recognized due to their visionary thoughts, commanding talks, leadership walks. Leadership is not just about great vision, taking harsh decision or hiring and firing right or wrong team member but it's a judgmental approach and that too based on strong intellectual, emotional and spiritual platform. Intelligent quotient

(IQ) is now become a traditional approach to measure cognitive intelligence focusing on linguistic and logical-mathematical abilities, illuminate only a little portion of leadership effectiveness (Sternberg, 1997b). The study of leadership over the last few decades has widened to include different forms of intelligence (Chermers, 2001), including emotional and spiritual intelligences (Mussig, 2003) that may relate to motive- and trait-level qualities of a leader. Leadership is always taken as a value based endeavor to facilitate supportive environment where people can grow, prosper, and maintain peaceful or healthy environment among the team members while respecting to each other.

The studies on leadership have widened the scope of different type of intelligence into the leadership quality as well as style. Over a period of time it has been observed that many researchers have added many new traits for effective leadership such as 'Intelligent Quotients, Emotional Quotients' and now 'Spiritual Quotient'. Spirituality is very well discussed and dealt in India since long due to its spiritual history. People belongs to a nation like India believe more on spiritual power to gain substantial inner supremacy and strength for effective decision making whether personal, societal and now professional too. Researchers have proven the significance of spiritual intelligence in successive leadership. A leader is one who dealt with people belong to different group, religion and ethnicity that are characterized and influenced by their culture and spiritual sense.

Danah Zohar (2005) explained 'Spiritual capital reflects what an individual or an organization exists for, believes in, aspires to, and takes responsibility for.' Spiritual capital reflects from our moral values that derived from various holy books which explain the mechanism of right or wrong and good or bad. Spirituality is a paradigm shift in one's psychological and philosophical background that brings new avenues in business leadership. Describing all that facts and concepts doesn't mean that a leader should be religious but it is just an approach through which a leader can accumulate the power of an individual by touching his/her values and purposes. But the question is still remain unanswered that 'Is Spiritual Intelligence' important to a leader to a great leadership, the answer is 'Yes', because spiritual intelligence help a leader to develop the ability to behave with 'Compassion and Wisdom' while maintaining inner and outer peace regardless of the circumstances (Cindy Wigglesworth,2002). These two words develop the sense

of love for people around you and draw a behavior that explain how well a leader can maintain his/her centre, stay calm and treat others with compassion and wisdom.



## Literature Review

**Danah Zohar** (2005) in his article propounded that all human beings are born with the capacity to use all three intelligences to some measure, because each contributes toward survival. A leader may be strong in one and weak in others, but each can be nurtured and developed. Further he concluded that *'People may accuse us of being naively hopeful to think that great leadership is possible and that it can make the world a better place. But I believe in "knights," and their power to channel spiritual intelligence. I close with a credo I have written for would-be knights of business.'*

**Emmons** (1999) state that person who exhibits a capacity for heightened consciousness of transcendence is spiritually mature in his life. Spiritual intelligence and maturity empowers the individual to cope with and resolve life-world issues while demonstrating virtuous behavior such as humility, compassion, gratitude, and wisdom. Thus, he describes spiritual intelligence as a cognitive ability to envision unrealized possibilities and transcend ordinary consciousness through applying basic thought processes that have both temporal and existential meanings.

**Zohar and Marshall** (2001) defined spiritual intelligence as the intellectual ability to question why we are here and to be creative in our pursuit of answers. Thus, it involves the cognitive

processes resulting in both social modifications and consciousness transformations. Spiritual intelligence is rooted in the human need for understanding the world and our place in it.

**Wharff (2005) & Fry (2003)** specify the misconception of people about spiritual intelligence as a religious orientation. He stated that spiritual intelligence is an integrated configuration of various orientations such as technical, social, moral etc, to create meaningful meaning about life-world issues through connecting people, events, ideas rather a purely spiritual approach. These interconnections results in both personal as well as organizational transformations. Spiritual maturity brings ability to construct sense through intuitively seeing interconnectedness between experience and the inner spheres of his own to make balanced decision for himself or for the organization. The driving assumption of spiritual intelligence is that, it is not based on any specific religious orientation, but rather on values and ethics of individuals as they contribute to organizational health and well being.

## **Rationale of the study**

In today's dynamic market environment the significance of leader can't be denied. It is the leader who brings ideas into action and action into results. A leader utilizes his/her skills and experience to predict the situation and optimize the source of alternatives. The effective leadership style is influenced by various factors like experience, age etc. For this previously, intelligence quotient along with emotional intelligence were being credited. Then, gradually spiritual intelligence also came into the frame. Based on the review of literatures we found that there is a significant contribution of age, the leader possesses in the spiritual maturity. Spiritual maturity with age brings humanity, compassion and passion in the behavior of the leader. These all reflected in the way he handles the situation. The link between spiritual intelligence and transformational leadership can be seen through the characteristics like charisma, consideration, and creativity. With the direction provided by these literatures we tried to establish the relationship between the age of the leader and spiritual maturity.

## **Objective of the study**

1. To study the association between spiritual maturity and age of the leader.

## Hypothesis

*H<sub>01</sub>: There is no association between Spiritual Maturity and age of the leaders. (Age 20-30)*

*H<sub>02</sub>: There is no association between Spiritual Maturity and age of the leaders. (Age 30-40)*

*H<sub>03</sub>: There is no association between Spiritual Maturity and age of the leaders. (Age 40-50)*

*H<sub>04</sub>: There is no association between Spiritual Maturity and age of the leaders. (Age 50-Above)*

## Research Methodology

### The Study:

The study undertaken was exploratory cum descriptive in nature which provide valuable inputs on the research topic. To analyze the role of 'Age' on 'Spirituals Maturity' survey with the help of well designed questionnaire was done on various managers belongs to different age groups. The Sample:

The research was conducted on a sample of 100 managers (Leaders) of different age group (25 responses from each age bar). The respondents were selected on a convenience sampling basis.

### The Tools:

#### **The Tools for Data Collection:**

The research was carried out through survey method. A well structured, close ended and well designed questionnaire was utilized to get clear idea of leaders' opinion. The respondents were asked to respond on 'Lickert Scale (Five Point Scale). Cronbach's Alpha Test (Cronbach, 1951) was applied to check reliability before the questionnaire was administered for the final survey. An Alpha Coefficient of 0.60 is considered to be good reliability estimate of the instrument. In the present study, the Alpha Coefficient Value is found to be 0.69. (Refer annexure – 1)

### **The Tools for Data Analysis:**

The analysis of collected data was carried out using MS Excel and Statistical Package for Social Science (SPSS 16.0). The significant association among factors was analyzed by applying  $\chi^2$  (Chi-square) test using SPSS. The final scale was administered at 95% confidence level and 5 % level of significance.

### **Result Analysis and interpretation**

The collected data was analyzed by applying 'chi-square test' on 'SPSS 16.0' to study the degree of association among various variables used in our study and to understand the level of significant association with them. During the analysis following results were found:

***H<sub>01</sub>: There is no association between Spiritual Maturity and age of the leaders. (Age 20-30)***

The assumed null hypothesis H<sub>01</sub> was found rejected as the calculated value of  $\chi^2$  57.100 > 7.815 tabulated value. Hence, the research concludes that there is an association between Spiritual maturity and Age of the leaders. **(Refer Annexure 2)**

***H<sub>02</sub>: There is no association between Spiritual Maturity and age of the leaders. (Age 30-40)***

The null hypothesis H<sub>02</sub> was found rejected as the calculated value of  $\chi^2$  41.813 > 7.815 tabulated value. Hence, the research concludes that there is an association between Spiritual maturity and Age of the leaders who range in the age group of 30-40. **(Refer Annexure 2)**

***H<sub>03</sub>: There is no association between Spiritual Maturity and age of the leaders. (Age 40-50)***

The third null hypothesis taken for study H<sub>03</sub> was also found rejected as the calculated value of  $\chi^2$  43.195 > 7.815 tabulated value. Hence, the research here again concludes that there is a significant association between Spiritual maturity and Age of the leaders who range in the age group of 40-50. **(Refer Annexure 2)**

***H<sub>04</sub>: There is no association between Spiritual Maturity and age of the leaders. (Age 50-Above)***

The last null hypothesis taken as a base for the study H<sub>04</sub> was found rejected too as the calculated value of  $\chi^2$  again 32.850 > 7.815 tabulated value. Hence, the research here again concludes that

there is a significant association between Spiritual maturity and Age of the leaders who range in the age group of 50-Above. **(Refer Annexure 2)**

## Conclusion

The result of this study concludes that it has important implications for the people who lead. Leadership is an art of directing, commanding and controlling people for the common goal. Thus, a leader should be eventually intelligent, emotionally reasonable and spiritually rational. The research concludes that the significance of spirituality among the leaders helps them in their individual state as well as corporate endeavor. We found that the leaders who believe in spiritual quotient are more comprehensive in their decisions. The growing importance of SI in corporate world made leaders to think upon spiritual background for their effective decisions. Spiritual quotient gives direction to the people who believe on it and it provide basic understanding on the issues they meet day to day. It is a newly evolved technique to give clear cut direction to leader's decision based on ethics and morality.

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## Annexure

### ANNEXURE 1: RELIABILITY TEST

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***** Method 1 (space saver) will be used for this analysis *****  
  
-  
  
R E L I A B I L I T Y   A N A L Y S I S   -   S C A L E   ( A L P H A )  
  
Reliability Coefficients  
  
N of Cases =      100.0                N of Items = 18  
  
Alpha =      0.6903
```

### ANNEXURE 2: Testing Result

| hypothesis      | df | sig. | cal. value | tab.<br>value | result   |
|-----------------|----|------|------------|---------------|----------|
| H <sub>01</sub> | 3  | 0.05 | 57.100     | 7.815         | Rejected |
| H <sub>02</sub> | 3  | 0.05 | 41.813     | 7.815         | Rejected |
| H <sub>03</sub> | 3  | 0.05 | 43.195     | 7.815         | Rejected |
| H <sub>04</sub> | 3  | 0.05 | 32.850     | 7.815         | Rejected |