

# Impact of Spiritual Intelligence and Social Intelligence on Organizational Entrepreneurship

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## ABSTRACT

*The concept of intelligence has been the challenging issues in the history of psychology, from the past to till now. Intelligences, represents a set of different skills and abilities that appear in the different forms impacting behaviour and performances. Intelligence is the set of abilities that helps to solve problems and find solutions based on situations. Social intelligence is the capacity to know oneself and to know others. Spiritual intelligence is an intelligence by which we achieve our deepest states of significance, values, purposes and transcendental motivations. Organizational entrepreneurship is an attempt to create entrepreneurial mentality and skills and insert such characteristics and mentalities into the culture and activities of the organization. It includes characteristics such as perseverance, risk acceptance, creativity and innovation. There is direct significant and positive relationship between social and spiritual intelligence with organizational entrepreneurship.*

**Key words:** *Spiritual Intelligence, social intelligence, organizational entrepreneurship,*

## INTRODUCTION

One of the challenging issues in the history of psychology, from the past to now, has been the concept of intelligence. Walterz and Gardner (1997) believed that intelligence is the set of abilities that helps to solve problems and find solutions based on situations (Haid, 2004). All types of Intelligences, represents a set of different skills and abilities that appear in the different forms in the social and historical contexts (Emmons, 2000) impacting behaviour and performances.

## SPIRITUAL INTELLIGENCE

Vaughan (2002) believes that spiritual intelligence is the inter-mediator between internal life of the spirit and mind with external world. Spiritual intelligence refers to the capacity to

perceive questions and existential insight deeply at multiple levels of vigilance and also mental awareness as the creative factor of change in life. Spiritual intelligence is an intelligence by which we achieve our deepest states of significance, values, purposes and transcendental motivations. This intelligence helps one to apply such states to the thinking process, decision making process and problem solving process. (Zohar and Marshall, 2004). Sisk (2008) defines spiritual intelligence as the capacity to use multiple senses (intuition, meditation and intellectual incarnation) to obtain the individual's tacit knowledge for solving global problems. He adds that spiritual intelligence includes awareness from existence of the individual's relationship with others, the society, earth and the superior world (Sisk, 2008). Given

the above definitions we can define spiritual intelligence as: "it is created by the individual's awareness with regard to himself and is enhanced by his attention to the surrounding world and his creator. Spiritual intelligence is related to the inner life of the mind and soul and its relation with the world and includes capacity of deep understanding of existential questions and insight into multiple levels of consciousness. Spirituality at the working environment refers to the act of bringing together people's mind, body and spirit. (Ashmos, D 2000). When work becomes a calling and vocation, the person would have a greater meaning and identity (Thompson, 2001) or the entrepreneur, the calling is referred to as passion [34]. Zohar & Marshall have defined Spiritual Intelligence as the ability in addressing and solving problems of meaning and value. This intelligence also refers to the individual's ability to assess their course of actions and assess its meaningfulness as life goes on.

King's model (2008) has been used for this study which is explained below.

1. **Critical existential thinking:** capacity of critical thinking is the nature of existentialism, rightfulness, the universe, space, time, death and other existential or metaphysical issues.
2. Representing **personal concept:** the ability to build personal concept and concept of mental and physical experiences including production capacity and dominance on life's purpose.
3. **Transcendental awareness/ Spiritual Awareness:** the capacity of identifying one's and others transcendental aspects and material world through vigilance along with capacity of identifying their relationship with the individual.
4. **Developing vigilance state/ Conscious Development:** the ability to enter higher spiritual situations such as deep thinking, benediction and meditation and getting out of it (Mirghafouri et al, 2009).

### **SOCIAL INTELLIGENCE**

It was propounded wayback in 1920 by psychologist Edward Thorndike. According to him social intelligence reveals the ability to perceive individuals and manage them in human relations. It is a measure of self and social awareness, evolved social beliefs and attitudes, and a capacity and appetite to manage complex social environments and change. It is the capacity to know oneself and to know others. Social intelligence develops from experience from people and learning from success

and failures in social settings. Socially intelligent people have and demonstrate a genuine interest in their fellow beings. They are capable of adapting, understanding and responding effectively. The major factors of social intelligence are **behavioural flexibility, interpersonal perception and social competency.**

### **ORGANIZATIONAL ENTREPRENEURSHIP**

Organizational entrepreneurship is an attempt to create entrepreneurial mentality and skills and insert such characteristics and mentalities into the culture and activities of the organization (Stoner et al; 1995). It means to execute the process of entrepreneurship in the organization by means of characteristics such as perseverance, risk acceptance, creativity and innovation during which a group of individuals in the organization are converted into its development engine (Upton NC, 1999) to propel the growth of the organisation. In other word, organizational entrepreneurship means commitment of an organization to create and consume new products, new processes and modern organizational systems (Karbasi, 2003). Existence of innovation, creativity and entrepreneurship atmosphere is among the most important characteristics of innovative and entrepreneur organizations (Maguire, 2005).

### **NEED FOR THE STUDY**

Review of literature that there are studies which have considered the relationship between emotional intelligence and entrepreneurial intention. However dearth of adequate literature linking social intelligence and spiritual intelligence to organizational entrepreneurship has prompted the current research. All psychological variables being inherent in a human being will definitely spill over into any work environment and impact measures of performance like creative thinking process, decision making process, problem solving and so on. Therefore the purpose of this study is to construct a conceptual framework relating Social and Spiritual Intelligence to organizational entrepreneurship in order to test and validate it by considering private sector employees where there is lack of job security underlying the need for higher order social intelligence or spiritual intelligence for better job performance.

### **RESEARCH METHODOLOGY**

Primary data was collected through a standardized questionnaire from 40 private sector employees by adopting purposive sampling technique since the

employees above 45 years of age formed the sample. Statistical tools used were weighted mean, correlation and multiple regression.

**RELIABILITY AND VALIDITY OF THE QUESTIONNAIRE**

Content validity was used to confirm validity of the questionnaire. Cronbach alpha coefficient was applied to calculate reliability coefficient. Amount of the calculated Cronbach alpha of all variables in this survey was equal to 78% that showed high reliability of the questionnaire.

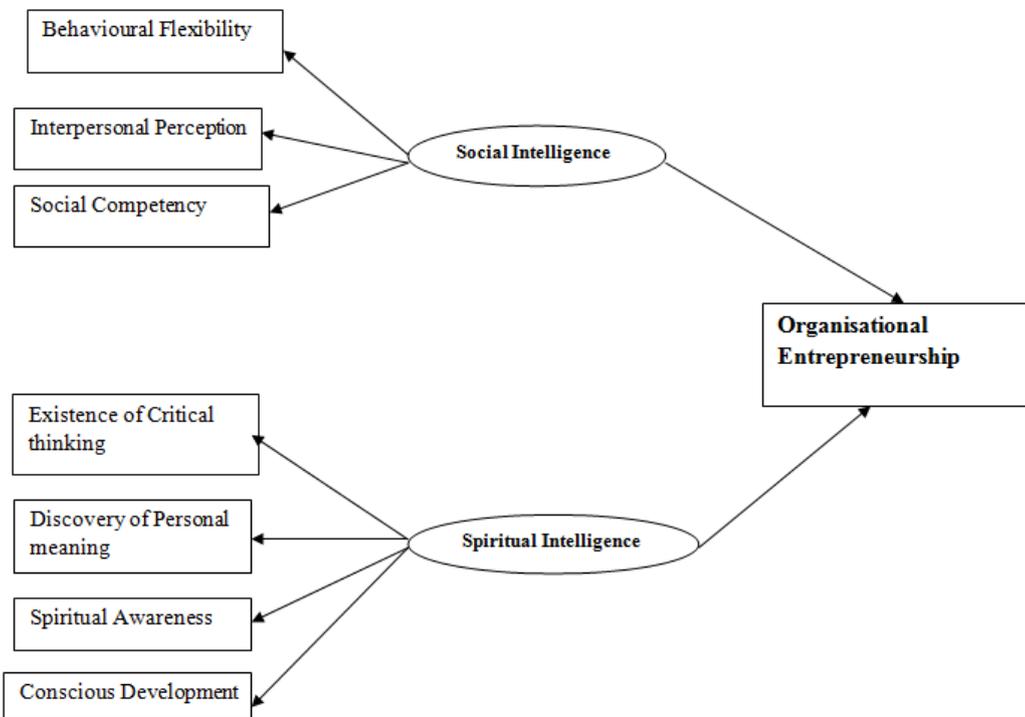
**OBJECTIVES OF THE STUDY**

- i) To examine the factors of conceptual model of the study

- ii) To study the nature of relationship between the exogenous and endogenous constructs
- iii) To study the impact of the exogenous variable on the endogenous variable.
- iv) To test and validate the proposed conceptual model of the study

**LIMITATIONS**

- i) The respondents were observed only at a single point of time and not across time
- ii) Sample size has been restricted to 40 only due to paucity of time
- iii) Only private sector employees were considered for the study



**Fig.No.1 Intelligence – Organisational Entrepreneurship Model**

**Data Analysis and Interpretation  
Demographic Profile**

Majority of the respondents were , 60% male who have completed their under graduation and

belonging to the age group of 45- 55 years earning a monthly income of than Rs.65000- Rs.85000 and having work experience of 15-20 years.

<b>Table No.1 Social Intelligence</b>		
	<b>Behavioural Flexibility</b>	
1	I am comfortable working with different groups having very different ideas	3.27
2	I am comfortable in a rapidly changing environment	4.12
3	I mingle with people who suggest to try something new	3.88
4	I am polite to people even I dislike them, when meeting in a social situation	4.14
	<b>Overall wt. mean</b>	<b>3.85</b>
	<b>Interpersonal Perception</b>	
5	I can easily figure out when someone is upset	3.60
6	I easily figure out when it is a good time to ask for favours	4.51
7	I am able to recognize people's special capabilities	4.04
8	I find it easy to remember the names and faces of new friends	3.56
	<b>Overall wt. mean</b>	<b>4.08</b>
	<b>Social Competency</b>	
9	Social issues interest me	3.30
10	I enjoy public speaking and participating in debates	3.12
11	I believe the work I do day –to – day has meaning and value to society	3.18
12	I can easily meet and initiate conversation with new people when I have to	3.02
	<b>Overall wt. mean</b>	<b>3.16</b>

#### Source: Primary data

From the above it is revealed of 4.08 indicating that respondent's perception about their interaction with others in a strong manner is very high. They are able to recognise other people's special capabilities, can recognise if others are upset, figure out when to ask for favours and easily remember names and faces of new friends. Behavioural flexibility (3.85) indicates the respondents attune themselves to various situations, exhibiting different types of behaviour for enhanced social acceptance.

Social competency of respondents in terms of interest in new people and social issues, debates and public speaking has been established with weighted mean score of 3.16.

Thus over all mean score of 3.70 indicate respondent's strong social intelligence.

**Table No.2 Spiritual Intelligence**

S.No	Statements	Wt.Mean
	<b>Critical Essential Thinking</b>	
1	I have often questioned or pondered the nature of reality	2.97
2	I have spent time contemplating the purpose or reason for my existence.	2.87
3	I am able to deeply contemplate what happens after death.	2.70

4	I have developed my own theories about such things as life, death, reality, and existence.	3.70
5	I frequently contemplate the meaning of events in my life.	3.54
6	I have often contemplated the relationship between human beings and the rest of the universe.	3.24
7	I have deeply contemplated whether or not there is some greater power or force (e.g., god, goddess, divine being, higher energy, etc.).	3.90
	<b>Overall wt.Mean</b>	<b>3.27</b>
	<b>Discovery of Personal Meaning</b>	
8	My ability to find meaning and purpose in life helps me adapt to stressful situations.	3.24
9	I am able to define a purpose or reason for my life.	3.34
10	When I experience a failure, I am still able to find meaning in it.	3.05
11	I am able to make decisions according to my purpose in life.	3.25
12	I am able to find meaning and purpose in my everyday experiences	3.13
	<b>Overall wt.Mean</b>	<b>3.20</b>
	<b>Spiritual Awareness</b>	
13	I recognize aspects of myself that are deeper than my physical body.	2.25
14	It is difficult for me to sense anything other than the physical and material.*	3.13
15	I am aware of a deeper connection between myself and other people.	2.68
16	I define myself by my deeper, non-physical self.	2.12
17	I am highly aware of the nonmaterial aspects of life	3.25
18	I recognize qualities in people which are more meaningful than their body,	2.84

	personality, or emotions.	
19	Recognizing the nonmaterial aspects of life helps me feel centred.	3.01
	<b>Overall wt.Mean</b>	<b>2.71</b>
	<b>Conscious Development</b>	
20	I am able to enter higher states of consciousness or awareness	1.54
21	I can control when I enter higher states of consciousness or awareness.	1.23
22	I am able to move freely between levels of consciousness or awareness	1.54
23	I often see issues and choices more clearly while in higher states of consciousness/ awareness.	1.65
24	I have developed my own techniques for entering higher states of consciousness or awareness.	1.76
	<b>Overall wt.Mean</b>	<b>1.54</b>

**Source: Primary data**

Among the seven statements of Critical Essential thinking, the respondents have agreed to the four statements and disagreed to three statements. The respondents opine that they have contemplated about existence of a supreme power about the relationship between human beings and the rest of the universe, about meaning of existence in their life.

The respondents have agreed to all the five statements of meaning of discovery of personal meaning, with highest weighted means for being able to define a purpose or reason for life followed by being able to make decisions according to their purpose in life which helps them to adapt to stressful situations.

The respondents do not seem to have spiritual awareness, since the overall weighted mean scores for all the seven statements is 2.71. Likewise the respondents do not seem to have conscious development at all since the overall weighted mean scores is only 1.54.

To conclude, critical essential thinking is more among the respondents followed discovery of personal meaning, spiritual awareness and conscious development.

**Table No. 3 Organisational Entrepreneurship**

S.No	Statements	Mean
1	I agree that risking is a part of job and being successful in job.	4.87
2	I'm ready to hear any criticism	4.69
3	I have flexibility in doing my work.	4.56
4	I have the ability to motivate others	3.85
5	I like to live in top economic prosperity	3.96
6	I'm aware of economic condition and markets all times	3.84
7	I have motivation to enter to unknown areas of business.	3.65
8s	I enjoy of what I do and love it	3.63

9	I would like to do my best to achieve success.	3.12
10	I'm realistic in doing work.	3.04
11	I'm able to assemble diverse thoughts about each issue.	2.96
12	At any time, I'm able to deliver a product, process or new service to market	2.32
13	I'm forethoughtful prospective in my decisions.	2.56
14	I will not hesitate to accept a work that is likely to fail at it	3.06
15	I quickly decide to do things and do not delay.	3.07
16	I like to consult with experts and specialists in my work	2.62
17	I am rarely disappointed in works, even if I am faced with an impenetrable barrier.	2.97
18	I attribute the positive and negative results of the work that I do to myself.	2.57
19	I have a strong desire to control affairs and leading tasks.	2.56
20	I agree that most of the decisions that I want to take for first time are taken with incomplete information or ambiguous.	2.23
21	I believe with hard working and continuous efforts can reach to our goal	3.12
22	I agree that most of the decisions that I want to take for first time are taken with incomplete information or ambiguous.	2.23
23	I have a lot ability to analyze problems.	3.27
24	If I decided, I'll do it as quickly as possible.	3.09
	<b>Overall wt.mean</b>	<b>3.20</b>

Source: Primary data

Organisational entrepreneurship is measured using 24 statements with overall weighted mean score of 3.20

Correlation Analysis

Table No. 4 Correlation Analysis

S.No	Factors	r Value
1	Social Intelligence and Organisational Entrepreneurship	0.563**
2	Spiritual Intelligence and Organisational Entrepreneurship	0.212*

**Source: Primary data**

From the above it is inferred that there exists significant positive relationship between social intelligence and organisational entrepreneurship at 1% level whereas relationship between spiritual

intelligence and organisational entrepreneurship though significant and positive, is less at 5% level (0.212).

**Regression Analysis**

**Table No.5 Regression Analysis**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.504 <sup>a</sup>	.390	.296	.68593	1.300

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	3.754	.942		3.714	.000		
Social intelligence	0.511	.198	.146	1.066	.289	.319	1.426
Spiritual Intelligence	0.215	.219	.010	.068	.946	.314	2.545

**Regression equation is**

**Organisational Entrepreneurship = 3.754 Constant + 0.511 social intelligence + 0.215 spiritual intelligence**

The multiple correlation co-efficient of 0.504 measures the degree of relationship between the actual values and the predicted values. The co efficient value of 0.504 indicates that the relationship between Organisation entrepreneurship and the two independent variables are quite strong and positive.

Since the Variance Inflation Factor (VIF) is less than 10 and the tolerance values are more than 0.1, it was evident that the data met the assumption of collinearity indicating that multi collinearity is not a concern for this study. Based on standardized coefficients, 'social intelligence' (0.511) is the most important factor affecting organisational entrepreneurship followed by 'spiritual intelligence' (0.215)

**TESTING AND VALIDATION OF THE MODEL**

A series of competency and adequacy of model indexes were used to determine model competency. These indexes which have been extracted from AMOS software are illustrated in following table.

**Table No. 7 Model fit summary of Structural Equation Model**

Indices	Value	Suggested value
Ch/df	2.041	< 5 (Hu and Bentler, 1999)
GFI	0.965	>0.90 ( Hair et al. 2006)
AGFI	0.932	> 0.90 (Hair et al.,

		2008)
CFI	0.925	> 0.90 (Hair et al., 2008)
RMR	0.047	< 0.10 ( Hair et al. 2006)
RMSEA	0.043	< 0.10 ( Hair et al. 2006)

From the above table it is found that the calculated chi /df value is 2.041 which is less than 5 which indicates perfectly fit. Here GFI (Goodness of Fit Index) value and AGFI (Adjusted Goodness of Fit Index) value is greater than 0.9 which represent it is a good fit. The calculated CFI (Comparative Fit Index) value is 1 which means that it is a perfectly fit and also it is found that RMR (Root Mean Square Residuals) and RMSEA (Root Mean Square Error of Approximation) value is 0.043 which is less than 0.10 which indicated it is perfectly fit.

**SCOPE FOR FURTHER RESEARCH**

Organisational entrepreneurship can be factorized for future analysis to enable in-depth understanding of the concept. Longitudinal study can be carried out. Spiritual intelligence among the public sector employees can be also studied.

**CONCLUSION**

Results of the study reveal that there is direct significant and positive relationship between social and spiritual intelligence with organisational entrepreneurship since the model has been tested and validated.

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