

IMPACT OF SPIRITUALITY ON WORKERS; A STUDY OF HEALTH CARE SECTOR

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ABSTRACT

The last decade has seen the focus being shifted from cognitive abilities alone to a more comprehensive approach towards managerial performance. Health care sector is at the fore of interpersonal contact and communication in terms of treatments and patient care. The aim of this paper is to attempt to find out if there is a relationship between spiritual quotient and the effectiveness of a manager. The results showed that spiritual quotient does have an impact on the managerial effectiveness of the managers. Respondents who possessed higher levels of SQ dimensions of Inner Self, Inter Self and Biostoria are more likely to exhibit a higher level of effectiveness towards their work. Higher level of SQ also translates into efficient decision making. These people are more secure, have higher self esteem and are emotionally more stable. They are non judgmental towards their own work related needs and for other's needs too and are good team players.

Keywords- Health care sector, Spiritual Quotient, Managerial Effectiveness.

INTRODUCTION

A constant flow of information, fast paced environment and tense moments define today's workplace. The work situations become too overwhelming at times and can lead to stress and anxiety. Health care sector is one such area where stress and anxiety can be experienced like no other sector. Being mindful can come to the rescue. Mindfulness is an art of being in the present moment. It teaches us how to feel all the emotions without getting too attached to them. Being spiritual is a way of being more mindful. Practice of spirituality helps the person in becoming more self aware and thus more self controlled. This has a direct impact on the stress levels and working efficiency. The present study attempts to find a relationship, if it exists, between spiritual quotient (SQ) and managerial effectiveness (ME).

Spiritual Quotient

Spiritual quotient is the connectedness one feels with ones inner self. It goes beyond the cognitive and emotional skills. A good understanding of SQ motivates people to balance their work requirements, spend required time with family and work towards inner growth and mental peace.

Managerial Effectiveness

Managerial Effectiveness defines the leader's ability to get required results. It also means efficient realization of one's own and company's aims as well with optimum utilization of available resources.

LITERATURE REVIEW

Peter (2013) explains in his research that spiritual quotient plays an important role in dealing with the most common leadership problems: disheartenment and loss of meaning. George (2006) demonstrates that how spiritual quotient can impact the way how managers handle and control work and lead others in the organization. Burke (2006) explains in his paper that efficient leadership can be achieved by leaders who possess a deeper spiritual connection with their inner self. Butts (1999) puts forth in his paper that there are many facets of spirituality and when these are incorporated into the workplace one can achieve improved personal well-being and creativity, organizational harmony, and long-term business success. Smith and Malcolm (2010) have provided a model that focuses on the spiritual dimensions. The research explains the importance of striking a balance and puts forth the idea of including more thought of the spiritual quotient in leader's behavior and actions.

Campbell (2007) presents an all-round perspective on leaders including the factors of emotion and spirituality. The author proposes that all components must be considered for holistic leader development. Riggio and Reichard (2008) explain that spiritual skills are also important along with the emotional skills and complementary social skills for successful leadership.

RESEARCH METHODOLOGY

Objectives of the Study

With the growing health care sector in India, it becomes essential for these organizations to find out the factors having an impact on the effectiveness of their workers. This research focuses on the health care sector in M.P. The aim of the study is to find out the impact of SQ on ME.

Research Design

For this study the following scales were considered;

1. For measuring Spiritual Quotient- Roqan Spiritual Intelligence Test
By- Prof. Roquiya Zainuddin and Ms. Anjum Anand
2. For measuring Managerial Effectiveness- - Managerial Effectiveness Scale by Upinder Dhar, Santosh Dhar, and Preeti Jain.

Research Variables

- **Spiritual Quotient and its dimensions**
 - The Inner self - It includes the personal sense of “wholeness”, leading from honesty and uprightness of character.
 - The Inter Self- This factor measures the awareness of how one influences others
 - Biostoria- It relates to the experiences that the person has had in one's life.
 - Life Perspectives- This dimension measures the awareness about the purpose of life.
 - Spiritual Actualization- Growth of an individual toward fulfillment of the highest spiritual needs.
 - Value Orientation- Principles of right and wrong that are accepted by an individual.
- **Managerial Effectiveness and its Dimensions**
 - Personal Effectiveness- Individual effectiveness of a person.
 - Interpersonal Effectiveness - Efficiency with which an individual is able to get work done by others and fully utilize the available resources for organizational success.
 - Functional Effectiveness- The degree to which an individual is able to carry out the various managerial functions like planning, organizing, coordinating and analyzing.

Sample Size

Data was collected from 200 middle level managers including like doctors, nurses, patient care-givers, other hospital staff etc. from Health care sector organizations from Madhya Pradesh Region. 186 responses were found to be fully filled.

Data Collection

Primary data was collected using Structures questionnaire for the purpose of present study.

Data Analysis Technique

Co-relation analysis was used to analyze the collected data.

Hypothesis Formulation

The null hypotheses are framed according to the objectives of the study. There are a total of 7 hypotheses to examine the relation between Spiritual Quotient and Managerial effectiveness of the managers in health care organizations.

The null hypotheses framed for the objective achievement are as follows:

- Ho: 1. There is no significant relationship between Spiritual Quotient (SQ) and Managerial Effectiveness (ME) of the managers in health care organizations.
- Ho: 2. There is no significant relationship between Inner Self dimension of Spiritual Quotient (SQ) and Managerial Effectiveness (ME) of the managers in health care organizations.
- Ho: 3. There is no significant relationship between Inter Self dimension of Spiritual Quotient (SQ) and Managerial Effectiveness (ME) of the managers in health care organizations.
- Ho: 4. There is no significant relationship between Biostoria dimension of Spiritual Quotient (SQ) and Managerial Effectiveness (ME) of the managers in health care organizations.
- Ho: 5. There is no significant relationship between Life Perspectives dimension of Spiritual Quotient (SQ) and Managerial Effectiveness (ME) of the managers in health care organizations.
- Ho: 6. There is no significant relationship between Spiritual Actualization dimension of Spiritual Quotient (SQ) and Managerial Effectiveness (ME) of the managers in health care organizations.
- Ho: 7. There is no significant relationship between Value Orientation dimension of Spiritual Quotient (SQ) and Managerial Effectiveness (ME) of the managers in health care organizations.

DATA ANALYSIS AND INTERPRETATION

Hypothesis Testing

The statistical tool used for this research is Correlation Analysis. The correlation coefficient ‘r’ measures the strength and direction of a linear relationship between two variables. The value of r is always between +1 and -1.

Dependant variable

- 1. Managerial Effectiveness (ME)

Independent variables

- 1. Spiritual Quotient (SQ)
- 2. Inner Self dimension of Spiritual Quotient
- 3. Inter Self dimension of Spiritual Quotient
- 4. Biostoria dimension of Spiritual Quotient
- 5. Life Perspectives dimension of Spiritual Quotient
- 6. Spiritual Actualization dimension of Spiritual Quotient
- 7. Value Orientation dimension of Spiritual Quotient

Table 1: Results of Co-relation analysis

		ME Total	SQ Total	SQ_Inner Self	SQ_I nterS elf	SQ_ Bios toria	SQ_Life Perspectives	SQ_ Spiritual Actualiza tion	SQ_ Value Orient ation
ME Total	Pearson Correlation	1	.689	.683	.624	.598	.570	.204	.522
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000
	N	186	186	186	186	186	186	186	186

Ho 1: There is no significant relationship between Spiritual Quotient (SQ) and Managerial Effectiveness (ME) of the managers.

The value of $r = +.689$ which is $\neq 0$, therefore, Null hypothesis is rejected and alternate hypothesis is accepted. As the value of r is $+.689$, there is a strong positive relation between Spiritual Quotient (EQ) and Managerial Effectiveness (ME).

Ho 2: There is no significant relationship between Inner Self dimension of Spiritual Quotient (SQ) and Managerial Effectiveness (ME) of the managers.

The value of $r = +.683$ which is $\neq 0$, therefore, Null hypothesis is rejected and alternate hypothesis is accepted. As the value of r is $+.683$, there is a strong positive relation between Inner Self dimension of Spiritual Quotient (SQ) and Managerial Effectiveness (ME) of the managers.

Ho 3: There is no significant relationship between Inter Self dimension of Spiritual Quotient (SQ) and Managerial Effectiveness (ME) of the managers.

The value of $r = +.624$ which is $\neq 0$, therefore, Null hypothesis is rejected and alternate hypothesis is accepted. As the value of r is $+.624$, there is a strong positive relation between Inter Self dimension of Spiritual Quotient (SQ) and Managerial Effectiveness (ME) of the managers.

Ho 4: There is no significant relationship between Biostoria dimension of Spiritual Quotient (SQ) and Managerial Effectiveness (ME) of the managers.

The value of $r = +.598$ which is $\neq 0$, therefore, Null hypothesis is rejected and alternate hypothesis is accepted. As the value of r is $+.598$, there is a strong positive relation between Biostoria dimension of Spiritual Quotient (SQ) and Managerial Effectiveness (ME) of the managers.

Ho 5: There is no significant relationship between Life Perspectives dimension of Spiritual Quotient (SQ) and Managerial Effectiveness (ME) of the managers.

The value of $r = +.570$ which is $\neq 0$, therefore, Null hypothesis is rejected and alternate hypothesis is accepted. As the value of r is $+.570$, there is a strong positive relation between Life Perspectives dimension of Spiritual Quotient (SQ) and Managerial Effectiveness (ME) of the managers.

Ho 6: There is no significant relationship between Spiritual Actualization dimension of Spiritual Quotient (SQ) and Managerial Effectiveness (ME) of the managers.

The value of $r = +.204$ which is $\neq 0$, therefore, Null hypothesis is rejected and alternate hypothesis is accepted. As the value of r is $+.204$, there is a weak positive relation between Spiritual Actualization dimension of Spiritual Quotient (SQ) and Managerial Effectiveness (ME) of the managers.

Ho 7: There is no significant relationship between Value Orientation dimension of Spiritual Quotient (SQ) and Managerial Effectiveness (ME) of the managers.

The value of $r = +.522$ which is $\neq 0$, therefore, Null hypothesis is rejected and alternate hypothesis is accepted. As the value of r is $+.522$, there is a strong positive relation between Spiritual Actualization dimension of Spiritual Quotient (SQ) and Managerial Effectiveness (ME) of the managers.

FINDINGS

The results showed that spiritual quotient does have an impact on the managerial effectiveness of the managers. Respondents who possessed higher levels of SQ dimensions of Inner Self, Inter Self and Biostoria are more likely to exhibit a higher level of effectiveness towards their work. Higher level of SQ also translates into efficient decision making. These people are more secure, have higher self esteem and are emotionally more stable. They are non judgmental towards their own work related needs and for other's needs too and are good team players. People with higher levels of spiritual awareness are more loving and caring towards others. They are more in-tune with own self and thus are more aware of needs of other people too.

APPLICATIONS

The findings of this research can be used to design Spiritual Intelligence training programs for different levels of workers in health care sector. Creating awareness about the spiritual quotient in care givers will lead to better self and team management, improved work life balance and create a harmonious working

environment for the job holder. The benefits will be also visible in improved patient care and higher patient understanding.

Candidate profiling based on Spiritual Intelligence will be beneficial in selection process for positions where direct interaction with patient or recovering person or sick person is needed as a job role. This will ensure that the required skill of spiritual awareness is present as a basic requirement in the chosen person.

CONCLUSION

Everyone today needs the qualities of spiritual intelligence more than the pursuit of material goals alone. Incorporating SQ competencies in the recruitment and selection process will lead to a better person-job fit. Training and development programs for Spiritual Quotient will lead to a comprehensive growth of the employees. Placing importance on the spiritual facet and providing training and development programs in order to improve one's spiritual quotient will surely lead towards a satisfied worker and a satisfied patient and will result in a more successful patient-care giver program.

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