

# The Intelligence, Emotional, Spiritual Quotients and Quality of Managers

Dr. Juhary Haji Ali

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## Abstract

Intelligence, emotional, and spiritual quotients (IESQ) has been predicted to escalate with the increase of personal quality of corporate managers. In line with the enhancement of personal quality, it has been estimated that internal locus of control would also amplify. This study examined the drivers of personal quality of corporate managers based on the examination of intelligence, emotional, and spiritual quotients (IESQ) and mediated by internal locus of control. Data were collected from 237 stated owner enterprises managers via questionnaires. The analysis produced structural models of personal quality predicted by IESQ and mediated by internal LOC. It shows that hypothesized model created three significant positive direct (IESQ) and indirect (internal LOC) impacts of predictors to personal quality of managers. For mediating effect of internal LOC on each hypothesized path, this study found partial mediating effects of internal LOC. The structural model achieved the highest SMC (R<sup>2</sup>), explaining 65.6

**Index terms**— personal quality of managers, intelligence quotient, emotional quotient, spiritual quotient, locus of control.

## 1 Introduction

Intelligence quotient or IQ as an ability to solve an objective problem alone, can be used to make a person to be competent enough (Brody and Brody, 1976). Besides, there are other tools in assessing people competencies, emotional quotient and spiritual quotient. Still, emotional quotient refers to an ability understand our emotions and other people (Goleman, Author : E-mail : juhary@uum.edu.my 1995). Spiritual quotient refers to an ability to access our deepest meanings, values, purposes and motivations (Zohar and Marshall, 2004). Both of these quotients are the important elements to create a person to be a competent employer (Boyatzis, 1982; Spencer and Spencer, 1993; Goleman, 1995; Zohar and Marshall, 2004).

It means that, managers are the backbone of the companies; and as the powerful people in the organizations, and people who have power to do everything in order to make profit for their workplaces (Mealiea and Latham, 1996; Williams, 2002; Griffin, 2006; Montana and Charnov, 2008). It is difficult to be a good manager who could take over every task burdened on. Most managers feel that they are boss in their workplaces (Caruso and Salovey, 2004). They manage the process of getting things done through others to perform activities necessarily to achieve personal and organizational goals only sometimes (Mealiea and Latham, 1996). It means that good management that performed by managers bring a successful business at the top, to fulfill satisfaction for stockholders, but not pay much attention to the whole levels of the organization (Mealiea and Latham, 1996; Montana and Charnov, 2008). Employers in this case, managers of public companies in South Sumatera insisted to make profit for their organization through products and services. Managers have to apply and practice an integral and combination of intelligence even intellectual, emotional and spiritual quotients together, in thinking, decision making and motivating, then behaving. If it is success, they become emotionally intelligent managers. It is mentioned by Malhi (2004) that emotional quotient as EQ or emotional intelligence as EI, in term of being able to monitor and regulate self-owned feeling and others, and used that feelings to a guidance in thinking and acting. This opinion supported Goleman's idea (1995) that emotional intelligence is the capability for recognizing our feelings and others, to motivate and manage emotions of ourselves and others.

There is no detail research on the influence of competencies as intelligence quotient or IQ, emotional quotient or EQ, and spiritual quotient or SQ to personal quality or PQ, especially on managers' level in public companies, even in Indonesia or other countries. Only some research conducted related to IQ or EQ or SQ separately to performance or success, combined with self-efficacy or other mediator variables. This research conducted to share the influence of IQ, EQ and SQ to the personal quality of managers. This assessment fulfill the space of knowledge of personal quality of managers and support knowledge related to the function of IQ, EQ and SQ in achieving personal quality of high level of managers. There is a theoretical gap within theories that exploring working competencies and personal quality.

Literature reviews pointed out that conceptual models of competencies as IQ, EQ and SQ applied separately, especially to working performance (Salmiah, 2004; Catano, 2001; Zohar, 2000), but not to personal quality of managers. As we known that there is a strong and tied relation between IQ, EQ and SQ (Agustian, 2002; Zohar, 2004; Wilding, 2007 and Malhi, 2004), that means working competencies must be also consisted of IQ, EQ and SQ. The achievement of high personal quality of managers has a strong relation with the stage of competency their (managers) intelligence, emotional and spiritual quotients. By recognizing and understanding the relation of competency of IQ, EQ and SQ and personal quality managers, we could create an adjustable competency framework model for exploring personal quality. Literature review even not pointed out an assessment or research that using those three integrated competencies together.

## 2 II.

### 3 Underpinning Theory

According to UNIDO (2002) competencies theory content of two item as essential competencies and core values. Essential competencies are managerial, generic, technical and functional. Core values are integrity, professionalism and cultural sensitivity. Further, the core values become important because the way employees behave in the workplace is a reflection our personal and organizational values. Core values are essentials because they need to be permanently lived in the heart of everyone and must integrate in our daily interaction with colleagues, clients and society at last. The integrated competencies are the combination of essential and core as the working competencies which famous as intelligence, emotional and spiritual intelligence (Goleman, 1995, Zohar and Marshall, 2004, and Wilding, 2007).

### 4 a) Intelligence Quotient (IQ)

Intelligence quotient refers to an ability of thinking in solving problems. Intelligence quotient is the label that supposed to predict whether a person will be able to do a certain work; whether that work is reading, writing or creating such business plan. Intelligence is about the skills that enable a person to read, write or create a perfect technical business plan. The whole concept relating intelligence quotient to life achievement is misguided, because IQ is pretty miserable predictor of life achievement. According to Sternberg (1996) that Binet (in 1904) introduced the theory of intelligence consists three distinct elements as direction, adaptation and criticism. Direction concerns to knowing what has to be done and how to do it. Adaptation includes customizing a strategy for performing task, and criticism refers to the ability to critique thoughts and action. According to Sternberg (1994), the entire concept associating IQ as human life achievement in misguided, because IQ can be used as predictor of life achievement. This idea supported by Wildings (2007) that IQ is only connected to logical and analytical reasoning ability; linguistic skills and spatial orientation. b) Emotional Quotient (EQ)

The terms of emotional quotient used for the first time by Salovey and Mayer (1990), which referred to intelligence in what people recognize feelings, motivate and manage emotions in life. Relating to management, Goleman (1995) mentioned that a person with high IQ makes a brilliant teacher of financial analyst, but high IQ combined with high EQ creates us to be the leader of it. It seemed that IQ consisting verbal, numerical, and thinking skills important for effective leadership.

However, EQ has more specific function to control negative things. According to Wilding (2007) that emotional quotient or EQ is very important to human being as one solution for them to be success with other people. It is because emotional quotient or EQ contents of "high quality of soft skills". Further, Goleman (1998) noted that, more emotionally intelligent persons are categorized as succeed at communicating whether interesting and affirm ways, that could others feel better in the job circumstances. Then, Bar-On (1997) pointed out that, EI is also useful for group development since that large group of smooth and effective workers, knowing each other's strength and weaknesses and always strong influence whenever possible. c) Spiritual Quotient (SQ) At the end of the 1990s, research on neurology found that brain has another "Q" or other kind of intelligence (Zohar and Marshall, 2004). This new intelligence with which we have access to deep meaning, fundamental values, and a sense of abiding purpose in our lives, and the role that this meaning, values and purpose plays in our lives, strategies, and thinking process. Then, this newest intelligence is famous named by "spiritual quotient." Spiritual quotient comes from the Latin word "spiritus," and the meaning is "the vitalizing principle of an organism" (Zohar and Marshall, 2004: 97). Besides, the alphabet "S" in SQ also derived from Latin "Sapientia" means "wisdom intelligence," embracing all that we traditionally mean by wisdom as opposed to mere knowledge acquisition or to a rather mechanistic talent for solving problem (Zohar and Marshall, 2004) (Zohar and Marshall, 2004). However, spiritual quotient is hereditary capacity of the human brain, based on structures in the brain that gives

us basic ability to form meanings, values, and beliefs in the first place; it means that, spiritual intelligence is "the soul's intelligence." d) Personal Quality (PQ) Malhi (2004) mentioned that personal quality is "the bedrock of organizational quality". It means that people as an important source, who run, carry out, manage and develop the organization entirely. So, the good performance of the organization is really mirrored of the good performance of its personal quality as a whole. In simply word, we say that people because every quality happened. Further, personal quality itself, refers to the grade to which individuals are expressed positive personal attributes, practices good human relations and displayed superior work presentation. However, people manage and create process and do the systems; and is that why we can say that "quality is the expression of human excellent".

### 5 III.

## 6 Methodology

Figure 1 proposed the final hypothesized structural model for the study. It consists of three exogenous variables (intelligence, emotional and spiritual quotients) and two endogenous variables (internal locus of control and personal quality). Internal locus of control is hypothesized to act as a mediator between all relationships of exogenous and behavior.

Intelligence Quotient ??Stenberg, 1985) Emotional Quotient ??Goleman, 2001) Spiritual Quotient ??Zohar & Marshal, 2000) Internal Locus of Control ??Rotter, 1954) Personal Quality (Malhi, 2004) Intelligence quotient is an ability of thinking in problem solving, which is not adequate to make a worker to be competent.

## 7 Stenberg (1985)

Emotional Quotient

EQ is an ability of a person in knowing and understanding him or herself and other people. People' emotional quotient and spiritual quotient might be a greater predictor of success rather than intelligence quotient.

## 8 Goleman (1995)

Spiritual Quotient

Spiritual quotient as SQ refers to the ability of a person to understand life more, and as an important element of labor competency

## 9 Zohar and Marshal (2004)

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## 10 Internal

## 11 Locus of Control

Locus of control is an individual's generalized expectations concerning where control over subsequent that events reside. Internal locus of control figured by habit of hard -working, high initiatives, always try to solve problems, always thinking effectively and having high perception. Rotter (1966) Personal Quality Personal quality refers to the positive personal attributes showed and manager exhibited superior work performance and presented good human relations.

## 12 Malhi (2004)

Table ?? : Hypothesis Formulation a) Sampling and Instrument A total of 265 managers from various levels of department and units were requested to complete a questionnaire that contained measures of the constructs of concern. The questionnaires were distributed to the respondents by using proportionate stratified random sampling method. Out of the desired sample size of 265, 255 were returned. This gives a response rate of 96.22%. However, according to Mintzberg (1996), for managerial survey, a response rate of over 50% is reliable. As such, the response rate for this study is favorable and 255 questionnaires received, 237 questionnaires were subsequently used for analysis.

Measurement tools used in this study must valid and reliable where to test each variable will provide some statements that have to choose by the respondents. After that, result taken from the list of questionnaires will be scaled by Likert's scale to find the answer of the respondents through the score from 1 as strongly disagree to 5 as strongly agree. A summary on the profile of respondents is tabulated in Table 3.

## 13 b) Data Screening and Analysis

The 255 dataset were coded and saved into SPSS version 16 and analyzed using AMOS version 7.0. In this study, a test for multivariate outliers is conducted using the techniques described by ??abachnick and fidell (2007). Using the 255 data from a set of 7 items of IQ, 12 items of EQ, 8 items of SQ, 6 items of ILOC and 10 items of PQ, the Mahalanobis distance was calculated based on a total of 43 items. The criterion of  $p < 0.001$  and critical value of  $? = 73.402$  is used. The tests conducted identified 18 cases with Mahalanobis values above

73.402. The Mahalanobis distance succeeded in identifying the multivariate outliers. Several statistical validity tests and analysis were then conducted such as reliability test and composite reliability tests, validity tests using confirmatory factor analysis (CFA) for construct validity, discriminate validity for multicollinearity treatment, descriptive analysis, correlation and structural equation modeling analysis. The step in SEM analysis were CFA analysis, measurement exogenous and endogenous analysis, discriminate analysis, composite reliability analysis and direct indirect impact analysis (mediating effect), testing the fit for the hypothesized and re-specified model.

## 14 IV.

## 15 Results

### 16 a) Demographic Profile of Respondents

Based on gender category there were 91.1% or 216 respondents were male while 8.9% or 21 respondents were female. In terms of religion background, 94.1% or 223 are Moslem, 3.4% or 8 are Christian, 1.7% or 4 are Catholic, 0.8% or 2 are Hindu. In terms of education, 5.1% or 12 have high school education, 11.8% or 28 possessed their diploma education, 67.9% or 161 possessed bachelor degree education, 14.8% or 35 possessed their master degree and 0.4% or only 1 possessed their PhD degree. Most

### 17 b) Descriptive Analysis of Variables

The research framework consists of three exogenous and two endogenous variables (Table 4). Each construct shows Cronbach's alpha readings of acceptable values of above 0.60 (Nunnally, 1970). However, the composite reliability also confirmed the reliability of the variables. Confirmatory factor analysis was conducted on every construct and measurement models. All CFAs of constructs produced a relatively good fit as indicated by the goodness of fit indices such as CMIN/df ratio ( $<2$ ); p-value ( $>0.05$ ); Crimential Fit Index (CFI) of  $>.95$ ; Tucker-Lewis Index (TLI) of  $>.95$ ; and root mean square error of approximation (RMSEA) of values less than  $.08$  ( $<.08$ ) (Bollen, 2002; Bentler, 1989). The measurement model has a good fit with the data based on assessment criteria such as GFI, CFI, TLI, RMSEA (Bagozzi & Yi, 1988). Table 5 shows that the goodness of fit of generated or re-specified model. The respecified model confirmed the interaction among variables in the structural model. The result of path analysis indicated a significant positive relationship between intelligence quotient and personal quality ( $\beta=0.171$ ,  $P=0.023$ ) and hypothesis 1 was asserted. The result also indicated a significant positive relationship between emotional quotient and personal quality ( $\beta=0.194$ ,  $P=0.016$ ) and hypothesis 2 was asserted. The hypothesized path, from spiritual quotient to personal quality of corporate managers was supported ( $\beta=0.185$ ,  $P=0.011$ ). There is a direct positive significance relationship between spiritual quotient and personal quality and hypothesis 3 was asserted. Similarly, internal locus of control also has a direct significant impact on personal quality of corporate managers ( $\beta=0.413$ ,  $P=0.000$ ) hence, H4 was asserted. Hypothesis 4 predicted a positive relationship between internal locus of control and personal quality. Therefore, H1 to H4 were asserted. The re-specified model displayed in Figure 4 shows the model explained a substantial portion of the variance in all the endogenous variables (square multiple correlations). Table 10 indicates the three exogenous variables (IESQ) jointly explained 65.6% variance in internal locus of control. Subsequently, IESQ and internal locus of control collectively explained 76.2% variance in personal quality of managers. Based on the results of the indirect effect, the interaction between intelligence quotient and internal locus of control was significant ( $\beta=0.211$  and  $P=0.025$ ). Furthermore the interaction between internal locus of control and personal quality significance also found significantly ( $\beta=0.413$  and  $p=0.000$ ). The results found there was a indirect positive significant ( $\beta=0.258$  and  $p=0.000$ ) partial mediating effect of internal locus of control in the relationship between

## 18 Discussions

Direct positive relationship intelligence quotient and personal quality were supported by the data. All findings are generally consistent with previous study done by Wilding (2007) and Malhi (2004) wherein intelligence quotient was found to be positively related to personal quality. Consistent with Mintzberg (1983), this study confirmed emotional quotient in predicted personal quality. When corporate managers identify their emotional quotient had more positive towards personal quality. Previously, numerous studies have found emotional quotient of managers to be a significant predictor to their personal quality (Goleman, 1998; Stein, 2001; Malhi, 2004; Wilding, 2007). The present study also found there is a direct positive significance relationship between spiritual quotient and personal quality and hypothesis 3 was asserted. This finding is generally consistent with previous studies done by Zohar and Marshall (2004) and Malhi (2004) wherein a spiritual quotient of managers was found to be positively related to personal quality. Similarly, internal locus of control also has a direct significant impact on personal quality of corporate manager. The result was consistent with this prediction as evidenced by positive and significant path estimates towards personal quality the positive associations between internal locus of control are consistent with previous studies done by Goleman (1998), Stein (2001), Zohar and Marshall (2004), Sentosa (2007) and Wilding (2007).

The hypothesis 5 was found the partial mediating effects of internal locus of control on the relationship between intelligence quotient and personal quality ( $\beta=0.258$ ,  $P=0.000$ ). This finding is generally consistent with previous

studies done by Gabbard, et. al, (1986), Mascaro (2004), and Wiley (2006). This study confirmed the internal locus of control has an impact as process to improve the influence of intelligence quotient as predictor of personal quality. The hypothesis 6 was found the partial mediating effect of internal locus of control on the relationship between emotional quotient and personal quality ( $\beta=0.313$ ,  $P=0.000$ ). This finding is generally consistent with previous studies done by Klein, Wasserstein and Warnet (2000), Roberts et al. (1997) and Spector and O'Connell (1994). This study confirmed internal locus of control has an influence as process to improve the emotional of intelligence quotient to the personal quality. Hypothesis 7 also found a partial mediating effects substantiated in hypothesized of spiritual quotient ( $\beta=0.341$ ,  $P=0.000$ ), the indirect effect as method to investigate mediating effect of internal locus of control has a higher influence to personal quality of corporate managers.

## 19 9

Y 2013 ear intelligence quotient and personal development, thus hypothesis 5 asserted The direct and indirect calculation was calculated for the total effect loading. The interaction between emotional quotient and internal locus of control was found significantly ( $\beta = 0.194$  and  $P = 0.016$ ). Furthermore the interaction between internal locus of control and personal quality significance also found significantly ( $\beta = 0.413$  and  $p = 0.000$ ). The results found there was an indirect positive significant ( $\beta = 0.313$  and  $p = 0.000$ ) partial mediating effect of internal locus of control in the relationship between emotional quotient and personal development. Thus, hypothesis 6 asserted. The indirect effect results also found that the interaction between spiritual quotient and internal locus of control was significant ( $\beta = 0.185$  and  $P = 0.011$ ). The direct relationship between internal locus of control and personal quality significance also found significantly ( $\beta = 0.413$  and  $p = 0.000$ ). The results found there was an indirect positive significant ( $\beta = 0.341$  and  $p = 0.000$ ) partial mediating effect of internal locus of control in the relationship between spiritual quotient and personal quality, thus hypothesis 7 asserted. Table 7 shows the total effect estimates to test the mediating effect of internal locus of control in the relationship between IESQ and personal quality as hypothesized in H5, H6 and H7. The internal locus of control has a significant standardized regression weight ( $P < 0.05$ ) which is confirmed the partial mediating effect in the relationship (Hair, et., al, 2006). The indirect effect estimates for all indirect were higher than direct relationship. In other words, the total effects of internal locus of control in the relationship between IESQ and personal quality were higher or significant compared to direct effects. Thus, H5, H6 and H7 were accepted.

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Volume XIII Issue III Version I ( ) A Richards, 1990;Welton et al., 1996). This study also confirmed the internal locus of control has an impact as process to improve the influence of spiritual quotient as predictor of personal quality.

## 21 VI.

## 22 Conclusions

This study found that IESQ must become potential intelligence within human being, although the degree or the level of it in each person is different. As mentioned by Stein (2001) that IQ is a measurement of an individual is intellectual, analytical, logical and rational abilities. Thus, IQ is concerned with verbal, spatial, visual and mathematical skills. Further, IQ also figures of the ability of someone in learning new things, focusing on task and exercising, retaining and recalling objective information. Still, IQ is also engage in a reasoning process, manipulate numbers, even think theoretically as well as analytically, then, and solve problems by the dedication of prior knowledge. People could have an IQ standard through how seriously attended educational institutions, formally and graduated as engineers, economist and many more. Emotional quotient as EQ can be enhanced everyday.

However, it is quite different when compared with IQ, because EQ uses more 'feeling' rather than IQ. That is why, not all people can apply good emotion when gathered with others. For, someone who categorized a temperamental person will have a difficulty applying his or her temper even in workplace.

## 23 VII. Suggestion for Further Research

Based on the limitations of the present study, it is proposed that further research should consider following areas or aspects: The present study was conducted in SOE organization in South Sumatera Province of Indonesia. The findings may not reflect the overall situations in the state owner enterprises sector. As such, further research should be conducted in other organizational culture and environment to examine the generalizability of the findings of this study. The study employed in the present study was the survey method that used a set of questionnaire as measurement scale. Future studies should consider the use of other tools such as through observation to collect the required data for measuring IESQ, internal locus of control and personal quality.



Figure 1: Figure 1 :

1

Figure 2: Table 1

1

Intelligence  
Quotient

Figure 3: Table 1 :

The Intelligence, Emotional, Spiritual Quotients and Quality of Managers									
Gender		N		%					
2013 ear Y	Male	216		91.1		8.9			
	Female	223		94.1		3.4			
	Islam	4		1.7					
	Catholic	2		0.8					
	Hindu	-		-					
Budha									
Education Level									
High School		12		5.1					
Volume XIII Issue III Ver- sion I ( )	Diploma	28		11.8		67.9			
	Degree	35		14.8		0.4			
	Bachelor	31		17.7		13.1			
	Degree	34		54.4		14.8			
	PhD	85		14.8		35.9			
Present Position		32		35.9		13.5			
Chief of Department		26		8.4		11.0			
Chief of Unit		53		18.1		22.4			
Others									
Years in Current Structure		95		40.1		5.5			
Level		169		71.3		16.5			
Less than 1 year		16		6.8		43.0			
1 -2 years		78		32.9		11.4			
2 -5 years		30		12.7		3.4			
More than 5 years		47		18.6		19.8			
Length of Service		2		2.1		35.0			
Less than 5 years		12		0.8		2.1			
6 -10 years									
11 -15 years									
16 -20 years									

[Note: A position less than 1 year.]

Figure 4:

3

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[Note: A]

Figure 5: Table 3 :

4

	Variables	Mean
	Intelligence Quotient	3.894
	Emotional Quotient	3.791
	Spiritual Quotient	3.912
	Internal Locus of Control	3.860
	Personal Quality	3.793
c) Confirmatory Factor Analysis		
2013 Y ear	Goodness of fit indices for the 43 observed variables of IQ, EQ, SQ, ILOC and PQ shows the reading	
Volumee18 e16 XIII Is-sue III Ver-sion I ( ) A e20 e19	Figure 2 : Confirmatory Factor Analysis of Measurement of Exogenous Variables ,61 ,59 ,62 ,61 IQ8 ,78 ,60 IQ7 e07 ,78 IQ6 e06 EQ9 EQ7 e08 ,61 ,62 EQ11 EQ10 ,78 ,77 ,78 EQ ,61 SQ6 e43 ,78 ,77 ,79 ,78 ,78 ,59 ,78 ,67 EQ27 ,82 ,56 EQ26 ,75 ,51 EQ25 ,72	
Global e36 e35 e34 e33 Jour-e32 e31 e30 e21 nal of Man-age-ment and Busi-ness Re-search		



5

Model Fit Indicator	In-	IQ	EQ	SQ	ILOC	PQ	Exogenous	Endogenous	Re-specified Model
(? 2 )		14.808	76.577	20.612	16.371	36.981	346.651	94.579	885.566
DF		14	65	20	9	35	321	103	850
CMIN/DF		1.058	1.178	1.031	1.819	1.057	1.080	0.918	1.042
P		0.391	0.154	0.420	0.060	0.378	0.156	0.711	0.193
GFI		0.983	0.953	0.978	0.976	0.969	0.900	0.950	0.854
TLI		0.999	0.953	0.999	0.981	0.999	0.994	1.003	0.995
CFI		0.999	0.994	0.999	0.989	0.999	0.994	1.000	0.995
RMSEA		0.016	0.027	0.011	0.059	0.015	0.018	0.000	0.013

e) Results of Hypotheses Testing

Figure 7: Table 5 :

6

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[Note: A]

Figure 8: Table 6 :

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[Note: A]

Figure 9: Table 7 :

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Figure 10:



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