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Transforming the Intelligence Levels in Employees

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ABSTRACT

Every employee has certain level of IQ (Intelligent Quotient), EQ (emotional quotient) and SQ (Spiritual Quotient). An organization can be successful only when these three quotients are high. IQ indicates whether the employee has the ability to work. EQ indicates whether an employee is emotionally stable to his work, department team and can he handle interpersonal conflicts? High SQ indicates high job satisfaction. The management should practice methods to convert IQ employees to EQ employees and EQ employees to SQ employees to reach the goals efficiently. The researcher intends to study the transforming of IQ to EQ and to SQ in educational institutions and come up with a better proposal of the conversion.

Keywords: IQ (Intelligent Quotient), EQ (Emotional Quotient), SQ (Spiritual Quotient), Emotionally Stable.

1. INTRODUCTION

Intelligence plays a vital role both in personal life and professional life of an individual. The management of any organization while selecting employees looks only for candidates with high IQ and neglect the other two intelligences: Emotional and Spiritual. Emotional and Spiritual intelligences are equally important, if the organization is looking for highly productive and loyal employees. The measures corresponding to the three levels of intelligence are: IQ (intelligence quotient), EQ (Emotional quotient) and SQ (spiritual quotient).

High IQ (intelligence quotient) means that the employee is knowledgeable, intelligent, is capable of doing taking good decision, good planning and is capable of giving the best job.

High EQ (Emotional quotient) means that the employee is empathetic, caring, understanding thinks of others feelings. Such an employee can be a very good team leader. He is cable of working well in the team and can make the team work efficiently.

High SQ (spiritual quotient) means that the employee is highly satisfied with work life. He is not looking for anything more in his professional life. Such employees are loyal to the organization.

Organization should seek ways of transforming intelligent employees towards being productive and loyal employees. This is possible only when they also have all the intelligence in high levels. In this context the present study aims to suggest ways to transform the various intelligence levels in employees in educational institutions.

Objectives of the Study

1. To propose a conceptual model linking the three levels of intelligence in employees.
2. To study the IQ level of employees
3. To study the EQ level of the employees
4. To study the SQ level of the employee.
5. To suggest techniques of transforming IQ->EQ->SQ

Scope of the Study

- As more and more organizations require high EQ and SQ, the study would provide a strong platform to identify and transform IQ employees to EQ employees and EQ employees to SP employees.
- The study would benefit academicians and practicing professional to balance both work-life and professional life.

2. LITERATURE REVIEW

Intelligence Quotient

For about a 100 years importance has been given to Intelligence Quotient. A proud mother would say “My son has an IQ of 210!”, and “He’s going to be a doctor, scientist, or an engineer.” This attitude became popular in the early 20th century when psychologists devised tests to measure intelligence. These tests primarily measured intellectual or rational intelligence (used to solve logical problems). Higher the figure, the belief went, the greater the intelligence. People with high IQ are confident, have the ability to express clearly, have wide range of interests, have strong memory, good perception, and reasoning ability. They are comfortable with numbers and possess a large vocabulary. Negative aspects associated with high IQ are that one worries a lot, is anxious, cannot work comfortably with people and needs immediate gratification.

Emotional Intelligence

In mid-1990’s, Salovey, Mayer, and Daniel Goleman revealed their findings in neuroscience and psychology and stressed the importance of Emotional Quotient (EQ). “Emotional Intelligence involves the ability to monitor one’s own and others’ feelings and emotions, to discriminate among them and to use this information to guide one’s thinking and actions.”

The ability to handle emotions successfully and work well with one's colleagues is called Emotional Intelligence. In simple terms, EQ makes one aware of one's feelings and that of others. It gives empathy, motivation, compassion and an ability to respond skillfully to pleasure and pain. Goleman stated that EQ was a basic requirement for the use of IQ. If the areas of the brain that feel emotions are damaged, the ability to think effectively is diminished. People with high EQ are cheerful, express feelings appropriately, and are self-motivated. They can develop relationships, be empathetic, can work with people, be poised, remain calm and can delay sense gratification for a higher cause.

Spiritual Intelligence

In 2000, however, authors **Dana Zohar and Ian Marshall** introduced a new dimension to human intelligence. According to them Spiritual Quotient (or SQ) is the ultimate intelligence. This is the intelligence used to ask fundamental questions and solve problems of meaning and value. "Do I have the right career path?", "Is my job giving me the fulfillment I seek?", "Am I relating to the people in my life in a way that contributes to their happiness and mine?" People with high SQ are Self-aware, flexible, have the ability to face and use suffering, be inspired by a vision, and can see connections between diverse things (thinking holistically). They have the desire and capacity to cause as little harm as possible, the ability to work against convention and a tendency to probe and ask fundamental questions.

To gauge one's Spiritual Intelligence, Zohar suggested to maintain a journal; at the end of each day write down the things that struck most; what one enjoyed; what one regretted; how one could have felt or behaved differently and what effect that could have had. She calls it being responsive to the deep Self.

3. RESEARCH METHODOLOGY

From the review of literature relevant for the study the following linkages are hypothesized. The present study proposes mediation analysis framework to:

- Build a statistical model to estimate the proposed transformation
- Mediation analysis is a hypothesized causal chain in which one variable affects a second variable that, in turn, affects a third variable. The intervening variable, M, is the mediator. It "mediates" the relationship between a predictor, X, and an outcome.
- Build a theoretical frame work which can explain the transformation process:
- $IQ \rightarrow EQ \rightarrow SQ$ in the organizational context.

To achieve the stated objectives a purposive sample of 100 employees from various educational institutions from different functional areas was taken. A structured questionnaire was designed to gather information on levels of IQ, EI and SQ of sampled respondents. Likert's Scale was used to measure the three intelligence levels. Data was collected was analyzed by descriptive statistical methods.

The employees were categorized as employees with high, medium and low intelligence based on their total score. Score of 70-100 % were considered to be highly intelligent employees. Score of 50-70 % were considered to be medium intelligent employees. Score of less than 50 % were considered to be low intelligent employees.

Analysis of the Data

- 66.7% of the employees had high IQ and 33.4% of the employees had medium IQ.
- 53.3% of the employees had high EQ, 40% of the employees had medium EQ and 6.7% of the employees had low EQ.
- 33.4% of the employees had high SQ and 66.7 % of the employees had medium SQ.
- 100% of the employees suggested that the transformation in intelligence levels in them can take place by:
 - (a) Mediation
 - (b) Involving others in solving your problems
 - (c) Creating cohesiveness among the team members and working with them as a good leader
 - (d) Organizing stress handling workshops

4. CONCLUSION

Organization in order to improve the productivity should adopt the following to have the employees who have high IQ, EQ and SQ.

- Coaching interventions try to enhance social, interpersonal, or soft skills training.
- Cognitive-behavioral therapy to enhance the ability to accept and deal with unpleasant situations with his members.
- There should be a meditation centre in every organization where employees can mediate and be relaxed to deal with his team members better.
- Organization can conduct stress handling workshops on a regular basis.