

**Exploring the Role of Emotional and Spiritual Intelligences in enhancing
Managerial Core Competencies of Corporate Executives in India**

Prof Dr. Krishna Kumar TP

Professor & Head, Department of Master of Business Administration,
Nehru School of Management @ Nehru College of Engineering and Research Centre, Pampady,
Thiruvillwamala, Thrissur-680588, Kerala, India.

tpk683@gmail.com

Preeti Tyagi

Research Scholar, College of Business Studies, Coer University,
Vardhmanpuram, Roorkee, Uttarakhand – 247667, India

preetityagi@coeruniversity.ac.in

Dr. Himani Sharma

Associate Professor, College of Business Studies, Coer University,
Vardhmanpuram, Roorkee, Uttarakhand – 247667, India

himani.sharma.mgmt@coeruniversity.ac.in

Dr. Abhishek Sharma

Assistant Professor, Mittal School of Business, Lovely Professional University,
Jalandhar-Delhi, G.T. Road, Phagwara, Punjab-144411, India

Abhisheksharma36934@gmail.com

Dr. Balasubramanian Durairaj

Professor & Head, Department of MCA, Jaya Engineering College,
Thiruninravur, Chennai-600053, Tamil Nadu, India

balatab3@gmail.com

Dr I Mohana Krishna

Assistant Professor, K L Business School, K L University,
Green Fields, Vaddeswaram – 522502, AP, India

irrinki_mk@yahoo.com

To Cite this Article

Prof Dr. Krishna Kumar TP, Preeti Tyagi, Dr. Himani Sharma, Dr. Abhishek Sharma,
Dr. Balasubramanian Durairaj, Dr I Mohana Krishna. **“Exploring the Role of Emotional and
Spiritual Intelligences in enhancing Managerial Core Competencies of Corporate
Executives in India” Musik In Bayern, Vol. 90, Issue 9, Sep 2025, pp79-93**

Article Info

Received: 22-06-2025 Revised: 26-07-2025 Accepted: 10-08-2025 Published: 16-09-2025

Abstract

In today's complex and dynamic corporate landscape, technical proficiency alone is insufficient for effective leadership and management. Emotional Intelligence (EI) and Spiritual Intelligence (SI) have emerged as critical intangible assets that significantly enhance managerial core competencies such as decision-making, communication, team leadership, conflict resolution, and ethical judgment. The study explores the role of EI and SI in strengthening the managerial competencies of corporate executives in India. Drawing on empirical literature and theoretical frameworks, the research highlights how emotional awareness, empathy, self-regulation, and purpose-driven leadership—hallmarks of EI and SI—contribute to more resilient, ethical and adaptive leadership styles. The Indian corporate context, with its cultural emphasis on values and holistic development, provides a fertile ground for integrating these intelligences into leadership development programs. The Findings suggest that executives with higher EI and SI levels demonstrate superior performance in strategic thinking, people management, and organizational commitment. The study underscores the need for organizations to incorporate emotional and spiritual intelligence training into their executive development initiatives to foster sustainable leadership and improve overall organizational effectiveness.

Keywords: Emotional Intelligence, Spiritual Intelligence, Managerial Competencies, Corporate Executives, Leadership Development, India, Organizational Effectiveness, Ethical Leadership, Self-Awareness and Strategic Thinking.

Introduction

The corporate landscape in India is experiencing a very fast pace of change due to talented globalization, digitalization, and transforming socio-economic paradigms. As the world becomes more complex and stakeholders demand, executives cannot afford to only manage operations, but they need also to lead humanely, with resilience and a sense of purpose. Emotional and spiritual intelligences are a set of additional skills that allow leaders to navigate in this complex landscape with genuineness and inner resolve. About Emotional Intelligence (EI), it is a vital source that facilitates effective performance of management and leadership in a lively corporate world in India. One of its greatest contributions is that it helps in improving leadership and team management. Emotionally intelligent managers are cognizant of themselves, their feelings, and

they can communicate efficiently. These will create trust, enhance teamwork and enhance conflict resolution resulting in healthy and motivated teams. EI assists managers in making decisions: They control their feelings, think clearly when faced with stressful situations and take into consideration the emotional and social consequences of their decision. This middle way will cause less unethical, exclusive, and tactless judgments, which is a necessary attribute in high-stakes corporate situations.

EI is also important in being adaptive and resilient most especially during organizational change or crisis. Every manager is more prepared to guide others to make the transition when he/she is able to cope with his/her stress situations and he/she is not thrown into a daze when things are not clear to him/her. They are also stable in their emotional state which makes them encourage performance of the team under fluctuating circumstances. Within a customer relationship management context, we can say that EI provides an executive with the ability to know the needs of the clients and be sensitive to the responses and to develop long-term relationships that are based on trust. Empathy as a trait and sensitivity to emotions can go a long way in improving customer happiness and loyalty in the culturally diverse India market. All in all, EI enhances emotional dexterity of a manager in handling convoluted interpersonal relationships thus becoming an inseparable attribute in leadership success in a corporate setting in India.

Emotional and Spiritual Intelligences; an overview

Emotional Intelligence (EI), as popularized by Daniel Goleman, refers to the ability to recognize, understand, and manage one's own emotions and those of others. It encompasses five key domains: self-awareness, self-regulation, motivation, empathy, and social skills. **Spiritual Intelligence (SI)**, while less mainstream, refers to the capacity to maintain inner peace, practice compassion, and operate with a sense of purpose and ethical responsibility. It involves values-based leadership, mindfulness, transcendence, and alignment with higher goals. In the Indian context, SI resonates deeply with cultural and philosophical roots drawn from traditions like Vedanta, Buddhism, and Jainism—making it a natural yet underutilized managerial resource.

Role of Emotional Intelligence in Managerial Effectiveness

Leadership and Team Management

In the context of leadership and the management of a team, EI is central in terms of performance. High EI leaders are able to recognize and control their reaction, as they are emotionally stable and understand themselves well, thus are able to keep their head when others are losing it. This would facilitate the credibility and respect of the team members. In addition, another fundamental element of EI, namely empathy, will enable managers to empathize with different people and address issue-oriented concerns of team members in a humane and equitable manner. Such a leader with high EQ will have the ability to encourage workers by taking note of their efforts and handling misunderstandings effectively. These types of leaders are experts in developing trust, the psychological safety as well as encouraging open communication. As a result of the above factors, there is increased team cohesion, morale and cooperation. Leaders should promote employee engagement within a dynamic and inclusive team in the Indian corporate environment where leaders who are highly emotionally intelligent can better position themselves to inspire such teams. Leaders through EI are also flexible and effective since they become able to adapt their leadership style to the personality and situation. They achieve this by instilling a good working culture in the organization through building emotional connection and having a respectful working environment to the employees; thereby, increasing employee involvement and minimizing attrition. Therefore, EI is not merely a so-called soft skill, but a competitive advantage in leadership and teams management in the changing corporate world of India.

Decision-Making

Emotional Intelligence (EI) significantly enhances the quality of managerial decision-making. Effective decisions are not made in isolation from emotion; rather, they require an understanding of how emotions influence judgment. Managers with high EI can recognize their own emotional states and those of others, allowing them to separate emotional impulses from rational analysis.

This self-awareness and emotional regulation reduce the likelihood of impulsive or biased decisions. Empathy, another key component of EI, helps managers consider the broader impact of their decisions on employees, customers, and stakeholders. In a culturally diverse and people-centric environment like Indian corporate organizations, such empathy is vital for making inclusive and socially responsible decisions. Managers who take emotional cues into account are more likely to arrive at solutions that are both effective and ethically sound. Furthermore, emotionally intelligent managers tend to engage others in decision-making, fostering collaboration and buy-in. They are also better equipped to handle resistance and communicate difficult decisions with tact and transparency. In high-pressure situations, EI supports calm and composed thinking, enabling quick yet thoughtful responses. Thus, by integrating emotional insight with logical reasoning, EI helps corporate executives in India make balanced, ethical, and effective decisions that align with organizational values and human needs.

Adaptability and Resilience

Adaptability and resilience are the skills managers must have in an age of fast technological change, globalization, and more unpredictable and sudden disasters. Both of the characteristics are directly facilitated by Emotional Intelligence (EI), which allows managing psychological stress, controlling the emotions, and keeping the mind stable. Managers who possess high EI are more likely to cope with uncertainties, they are less affected by pressures, and in challenging situations are able to make cool and rational decisions. The fundamental EI elements, self-awareness and self-regulation enable managers to identify the emotion triggers and react with control but not emotion. This skill particularly comes in many handy in the Indian corporate environment since the companies face change in company setup, total restructuring and market fluctuations on the outside. EI will also enable the managers to be attentive and flexible, showing an example of a calm but active attitude, which will affect the subordinates. In addition, emotionally intelligent managers will be able to assist members of their team in the course of change by being empathetic, conveying clear messages and reassuring the team members. This does not only increase individual resilience but develops a collective resilience culture. This ensures that managers who have EI are more likely to be innovative, productive and take care of

the morale of workers even when there is disruption to the organizations by simply being emotionally stable and flexible. So in short, Emotional Intelligence is the emotional cement that will serve corporate executives in India to survive difficult times and handle change accurately, confidently and eagerly.

Customer Relationship Management

Customer relationship management (CRM) is a cornerstone of business success, particularly in India's competitive and culturally diverse market. Emotional Intelligence (EI) greatly enhances a manager's ability to build and maintain strong, trust-based customer relationships. By being empathetic and emotionally attuned, managers can understand clients' needs, preferences, and pain points more deeply—going beyond transactional interactions to foster loyalty and long-term engagement. EI also improves communication skills, enabling executives to respond to customer concerns with tact, clarity, and sincerity. Emotionally intelligent managers can de-escalate tense situations, handle complaints with grace, and provide solutions that leave customers feeling valued and respected. In industries like banking, hospitality, and retail—where customer experience is a key differentiator—this emotional sensitivity can lead to repeat business and positive brand perception. Moreover, EI allows managers to adapt their communication style to suit diverse clients, which is particularly relevant in a multicultural nation like India. Understanding non-verbal cues, cultural subtleties, and emotional expectations helps in building rapport across customer segments. When customers feel understood and emotionally connected, their trust in the organization deepens. Thus, Emotional Intelligence transforms CRM from a reactive service function into a proactive relationship-building strategy, essential for sustained success in the Indian corporate ecosystem.

Integration into HRD and Leadership Programs

Progressive Indian companies like Infosys, Tata Group, and Mahindra are already incorporating EI and SI training into their leadership development programs. Mindfulness workshops, compassion-based leadership, and ethical decision-making modules are being offered alongside

traditional managerial training. **Human Resource Development (HRD)** professionals must integrate emotional and spiritual intelligence assessments and training into executive development programs. Customized modules, coaching interventions, and experiential learning formats (e.g., retreats, storytelling, reflective practices) can foster deeper competencies beyond technical skills.

Role of Spiritual Intelligence in Managerial Development

Authentic Leadership: Spiritual Intelligence (SI) fosters authentic leadership by encouraging self-awareness, ethical behavior, and alignment between personal values and professional conduct. Leaders with high SI are guided by a deep sense of purpose and integrity. They lead not from ego, but from a commitment to serve others and uphold moral principles. Authentic leaders are open, regular and reliable. They do not rely on the short term profit making alone but also on ethics and long term welfare. SI allows the principals to look inward into their activities and stay sensed in the time of prosperity and humble in times of setbacks. These kinds of leaders create an open and safe environment where there is a shared sense of purpose helping the employees feel more loyal and engaged. Moreover, genuine leadership minimizes work place politics and leads to the creation of inclusive, value based teams. Spiritual intelligence plays a very important role, the anchor in time of navigating dark operating environments that result in rapidly changing and even ethically dubious corporate environment and especially in the high-growth industries in India. It makes the leaders courageous, able to communicate clearly, and to have followers through being grounded in being authentic to them and their vision.

Vision and Long-term Thinking: Spiritual Intelligence (SI) cultivates a mindset oriented toward **purpose, sustainability, and legacy**, which significantly enhances a manager's ability for **vision and long-term thinking**. Leaders guided by spiritual values are not confined to immediate profits or operational efficiencies. Instead, they envision broader impacts—on society, future generations, and the environment. This expanded perspective is essential in today's business environment, where corporate responsibility and sustainable development are key strategic imperatives. In Indian corporations, where traditional business houses like the Tata

Group and Mahindra often intertwine profitability with social good, SI-aligned thinking drives inclusive and holistic growth. Leaders with spiritual depth consider ethical implications, societal needs, and environmental responsibilities while crafting strategic goals. They focus on long-term stakeholder value rather than short-term shareholder returns. SI encourages introspection, enabling managers to discern what truly matters beyond quarterly targets. This deeper insight informs visionary leadership that is bold yet compassionate, growth-driven yet grounded. Leaders become more attuned to global trends like ESG (Environmental, Social, and Governance), circular economy, and social equity—allowing them to future-proof their organizations. Ultimately, SI empowers executives to create enduring institutions rooted in values, trust, and meaningful impact.

Stress Management and Inner Peace: Corporate executives in India often face intense pressure due to long working hours, performance expectations, market volatility, and socio-cultural complexities. **Spiritual Intelligence (SI)** serves as a vital tool for **stress management and cultivating inner peace**, offering a foundation of emotional stability, mindfulness, and mental clarity. Unlike superficial stress-relief tactics, SI encourages individuals to engage with life's challenges through deeper reflection, acceptance, and meaning-making.

Practices such as meditation, silence, gratitude, and self-inquiry—rooted in Indian spiritual traditions—enable managers to develop resilience and emotional balance. This spiritual grounding helps them stay calm during crises, make composed decisions, and avoid emotional reactivity. It also enhances their capacity for empathy and patience, which are essential in people-centric leadership roles. SI also helps executives to detach from ego-driven concerns like status, power, and excessive ambition. This detachment allows them to maintain equilibrium during both success and setbacks. As a result, spiritually intelligent leaders are less likely to experience burnout and more capable of leading with clarity and purpose. Incorporating SI into leadership development can create mentally healthier workplaces and enable leaders to model emotional composure and mindful behavior, benefiting the broader organizational culture.

Organizational Citizenship Behavior: Organizational Citizenship Behavior (OCB)

refers to discretionary, voluntary actions by employees that go beyond their formal job roles—such as helping colleagues, being proactive, or showing loyalty to the organization. **Spiritual Intelligence (SI)** nurtures these behaviors by fostering a sense of interconnectedness, empathy, and service-oriented thinking among employees and managers alike. Executives with high SI operate from intrinsic values like compassion, humility, and gratitude. They view their roles not just as a means to career advancement, but as opportunities to contribute meaningfully to their organization and society. This mindset inspires others to act similarly, creating a culture where cooperation, mutual respect, and ethical behavior flourish.

Analysis, findings and results

In the Indian corporate context, where collectivism and community values are deeply embedded in cultural norms, SI-based leadership aligns well with fostering OCB. Leaders who demonstrate respect, fairness, and spiritual integrity inspire trust and moral commitment from employees. Such environments reduce internal competition, promote knowledge-sharing, and enhance overall organizational effectiveness. By embedding spiritual values into leadership practices and HRD frameworks, organizations can create emotionally safe, ethically grounded, and purpose-driven workplaces. This, in turn, encourages individuals to consistently go above and beyond their duties—strengthening teamwork, innovation, and organizational resilience.

Table1: Role of Emotional and Spiritual Intelligences in enhancing Managerial Core Competencies

	Mean	Std. Deviation	Mean Rank
Leadership	2.23	.958	3.12
Decision making	2.06	1.012	2.90
Adaptability and Resilience	1.80	1.030	2.43
Customer Relationship Management	3.77	.709	5.24

Stress Management and Inner Peace	3.25	.802	4.67
Team Management	1.89	1.037	2.64
No	200		
Chi-Square	72.087		
Difference	5		
Sig.	0.000		

The table presents the results of a study conducted on 200 respondents to assess the influence of emotional and spiritual intelligences on six key managerial core competencies. The analysis includes mean scores, standard deviations, and mean ranks for each competency, along with a chi-square test for statistical significance.

Key Findings:

1. **Customer Relationship Management (CRM)** has the **highest mean score (3.77)** and **mean rank (5.24)**, indicating that respondents strongly perceive emotional and spiritual intelligences as significantly enhancing CRM abilities. The relatively low standard deviation (.709) suggests consistent agreement among participants.
2. **Stress Management and Inner Peace** also scored high with a mean of **3.25** and a mean rank of **4.67**, highlighting its close association with emotional and spiritual intelligences. This suggests that such intelligences play a crucial role in helping managers maintain calmness and composure under pressure.

3. **Leadership** and **Decision-Making** scored moderately with mean scores of **2.23** and **2.06**, and mean ranks of **3.12** and **2.90**, respectively. This implies a moderate perceived impact of emotional and spiritual intelligences in these areas.
4. **Adaptability and Resilience** (mean = **1.80**) and **Team Management** (mean = **1.89**) received the lowest scores, indicating that these competencies are perceived to be less influenced by emotional and spiritual intelligences.
5. The **Chi-Square value** is **72.087** with **5 degrees of freedom**, and the **significance value (p-value)** is **0.000**, which is below the 0.05 threshold. This indicates that the differences in the mean ranks are statistically significant, and emotional and spiritual intelligences do not impact all competencies equally.

Challenges and Recommendations

Develop Standardized Metrics

The absence of normalized measurement criteria constitutes one of the largest obstacles to using such constructs as Emotional and Spiritual Intelligences on the corporate level of leadership development. The majority of organizations continue to bank on subjective measurements or unofficial observations as far as measurements of these intelligences are concerned. In order to transfer to evidence-based HR, there is also an urgent necessity to work out validated, culturally competent tools to measure such competencies as empathy, self-awareness, ethical reasoning, inner resilience, and others. Standardized EI/SI scales may be used in the recruitment activities, performance appraisals, 360-degree feedback systems, and leadership tests. International applications The psychometric instruments such as Emotional Quotient Inventory (EQ-i) and Spiritual Intelligence Self-Report Inventory (SISRI-24) have worldwide templates that have to be adapted to local context in India workplaces. Moreover, companies will be able to create their bespoke reports to follow the indicators of behavior association with EI/SI, e.g., trust amongst

employees, their collaboration, and conflict-resolving rates. These measures would show ROI of emotional and spiritual development when linked with the actual results, such as output of the team, customer satisfaction, or leadership performance. This, in its turn, enhances acceptance among stakeholders. The credibility of EI/SI initiatives and their continuous improvement can be obtained due to standardization, which allows including measurable feedback.

Leadership Buy-in

The successful integration of Emotional and Spiritual Intelligence into organizational development requires **strong leadership buy-in**. Without endorsement and modeling from top executives, such initiatives risk being seen as optional or superficial. Leaders must champion EI and SI not just in words, but through their behavior, decisions, and people management practices. Executives who demonstrate empathy, authenticity, ethical decision-making, and mindfulness set a tone for the entire organization. Their endorsement legitimizes emotional and spiritual development as strategic assets rather than soft skills. This top-down influence is particularly important in Indian corporate structures, where hierarchical authority and cultural norms shape organizational behavior. When leaders model these intelligences, they create a ripple effect throughout the organization—encouraging openness, trust, and collaboration. Ultimately, leadership commitment transforms EI and SI from abstract ideals into core elements of a company's culture and strategic leadership model.

Research and Evidence

Evidence-based insights help move these concepts from the realm of personal development into the strategic discourse of leadership and human capital management. In the Indian context, more empirical studies are needed to examine how EI and SI influence key performance indicators such as employee engagement, innovation, retention, and ethical decision-making. Comparative research across sectors (e.g., IT, banking, and manufacturing) can highlight sector-specific benefits and applications. Longitudinal studies tracking the impact of EI/SI training on leadership performance can provide compelling data for ROI calculations. Collaborations

between corporations and academic institutions (such as IIMs, XLRI, or TISS) can help develop India-centric EI/SI models and psychometric tools.

Conclusion

In the dynamic and culturally diverse corporate landscape of India, conventional managerial competencies such as strategic thinking, communication, and problem-solving are increasingly being complemented by softer, non-cognitive capabilities. Among them, Emotional Intelligence (EI) and Spiritual Intelligence (SI) have emerged as key enablers of effective leadership, ethical decision-making, and employee engagement. The article explores how emotional and spiritual intelligences enhance the core managerial competencies of Indian corporate executives and why their integration is crucial for holistic leadership development. India continues to position itself as a global economic powerhouse, the need for leaders who can balance competence with character, and performance with purpose, has never been more urgent. Emotional and spiritual intelligences are no longer optional traits—they are essential components of **holistic managerial competence**. By embracing these intelligences, Indian corporate executives can lead with greater authenticity, resilience, and social consciousness, ultimately driving both business success and human flourishing. The data reveals that emotional and spiritual intelligences significantly enhance certain managerial competencies more than others, particularly **Customer Relationship Management** and **Stress Management**. These findings suggest the need for organizations to foster emotional and spiritual development, especially in training programs aimed at improving customer handling and personal well-being. Action research, case studies, and pilot programs within organizations can also generate practical insights. Publishing findings in management journals, industry forums, and leadership conferences helps create awareness and builds momentum for wider adoption. By grounding EI and SI in rigorous research, Indian businesses can make a powerful case for integrating these intelligences into their leadership DNA—supporting not just productivity but human-centric and ethical work cultures. . Leadership buy-in can be reinforced by embedding EI and SI into executive training programs, succession planning, and leadership KPIs. CEOs and senior managers should also participate in reflective activities

such as executive coaching, mindfulness workshops, and ethical leadership seminars to deepen their own spiritual and emotional competencies.

Reference

1. Amram, J. (2005). Intelligence beyond IQ: The contribution of emotional and spiritual intelligences to effective business leadership. *Institute of transpersonal psychology*, 36(4), 15-34.
2. Amram, J. Y. (2009). *The contribution of emotional and spiritual intelligences to effective business leadership*. Institute of Transpersonal Psychology.
3. Ashraf Fatima and Khan Muhammad Asif (2011), Impact of emotional intelligence on managerial effectiveness in health care: Empirical evidence from Pakistan.
4. Aziz, M. F. N., Mahmud, R., Hidayati, R., & Lataruva, E. (2024). The Role of Emotional Intelligence and Self-Efficacy in Enhancing Employee Performance: A Systematic Literature Review. *Research Horizon*, 4(6), 183-194.
5. Bratton, V. K., Dodd, N. G., & Brown, F. W. (2011). The impact of emotional intelligence on accuracy of self-awareness and leadership performance. *Leadership & Organization Development Journal*, 32(2), 127–149.
6. Budiarto, B. W., Karyadi, S., Judijanto, L., & Febrian, W. D. (2024). Analysis of the influence of spiritual capital, motivation and work competencies on performance of human resource in SMEs sector. *JEMSI (Jurnal Ekonomi, Manajemen, Dan Akuntansi)*, 10(1), 240-246.
7. Chan, S. W., Omar, S. S., Ramlan, & Ahmad, ZaIdr, Nuratiqahma, IzzuddinMd FauziR (2018). Emotional Intelligence and Transformational Leadership Among Managers in Manufacturing Companies. *International Journal of Engineering & Technology*, 7(3.21), 1.

8. Chin, S. T. S., Anantharaman, R. N., & Tong, D. Y. K. (2011). The roles of emotional intelligence and spiritual intelligence at the workplace. *Journal of Human Resources Management Research*, 2011(2011), 1-9.
9. Fry, L. W. (2003). Toward a theory of spiritual leadership. *The Leadership Quarterly*, 14(6), 693–727.
10. McCleskey, J. (2014), "Emotional intelligence and leadership: A review of the progress, controversy, and criticism", *International Journal of Organizational Analysis*, Vol. 22 No. 1, pp. 76-93.
11. Reisdorf, C., & Murray, M. (2024). Leadership: emotional and spiritual intelligence in the mix. *Journal of Business Strategy*, 45(6), 378-385.
12. Sapiee, M. L., Abdullah, N. A., Halim, F. W., Kasim, A. C., & Ibrahim, N. (2024). Exploring the impact of emotional intelligence on employee creativity: The mediating role of spiritual intelligence. *J. Chin. Hum. Resour. Manag*, 15, 21-37.
13. Thakadipuram, T. (2024). Servant leadership and spiritual intelligence: a synergistic approach. In *Leadership Wholeness, Volume 2: Application of the Spiritual Intelligence Model* (pp. 169-231). Cham: Springer Nature Switzerland.
14. Yusof, M. J., & Mohamad, M. (2014). The influence of spiritual leadership on spiritual wellbeing and job satisfaction: A conceptual framework. *International Review of Management and Business Research*, 3(4), 1868–1877