

# Studying the Relationship between Spiritual Intelligence and Communicational Skills of IAU Managers

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## **Abstract**

*The main aim of this research is to study the relationship between spiritual intelligence and communicational skills of central organization managers at the Islamic Azad University. The research population includes 85 managers, whom 70 have been selected as the research sample, worked at the central organization of Islamic Azad University in 2014. The methodology of this research is survey and the study used the descriptive method of data collection. Data were collected by the "King spiritual intelligence" and "communicational skills" standard questionnaire. Face justifiability and content get from available source and professor's viewpoint and validity via calculation Alfa coefficient is equal to .79 which showed a good reliability. Descriptive statistics (Frequency distribution, Mean, Standard deviation and Graphs) and inferential statistics (Pearson correlation coefficient test and multiple linear regressions) were used for data analysis. The findings of this research showed that there is relationship between quadruple abilities of King spiritual intelligence and communicational skills of managers. Also there are relationship between existential critical thoughts skill, making personal meaning, lofty awareness and developing consciousness situation with communicational skills of managers.*

**Keywords:** *spiritual, intelligence, communication, managers*

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## **Introduction**

The importance and necessity of spirituality subject specially spiritual intelligence feels in different aspects in modern era and different organizations, including, advent of spiritual attraction and also looking for better understanding of faith and its using in problems solving and making decisions, spiritual intelligence required abilities that used spirituality subjects for adapting and effective attraction and manufacturing products and worthy consequences (Sohrabi, 1378).

Also it is said that, spiritual intelligence facilitate understanding of religious issues and appropriate Feqh inferences and help people in understanding of moral issues and its value (Ghobari benab et al ,1386:22)

Some of the communication experts have represented complete definition for communication: "communication is transmission of message from sender to reciever. Some believed that communication is a process that is a dynamic and continuous activity

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that is constantly changing. Communication is considered as part of human social life and some believed that without it social life is impossible.

The question here is what is interpersonal communication? One should be said that interpersonal communication is the process by which people exchange information, feelings, and meaning through verbal and non-verbal messages: it is face-to-face communication. Interpersonal communication is not just about what is actually said - the language used - but *how* it is said and the non-verbal messages sent through tone of voice, facial expressions, gestures and body language.

### **Elements of Interpersonal Communication**

Much research has been done to try to break down interpersonal communication into a number of elements in order that it can be more easily understood. Commonly these elements include:

**The Communicators:** For any communication to occur there must be at least two people involved. It is easy to think about communication involving a sender and a receiver of a message. However, the problem with this way of seeing a relationship is that it presents communication as a one-way process where one person sends the message and the other receives it. While one person is talking and another is listening, for example. In fact communications are almost always complex, two-way processes, with people sending and receiving messages to and from each other simultaneously. In other words, communication is an interactive process. While one person is talking the other is listening - but while listening they are also sending feedback in the form of smiles, head nods etc.

**The Message:** Message not only means the speech used or information conveyed, but also the non-verbal messages exchanged such as facial expressions, tone of voice, gestures and body language. Non-verbal behavior can convey additional information about the spoken message. In particular, it can reveal more about emotional attitudes which may underlie the content of speech.

**Noise:** Noise has a special meaning in communication theory. It refers to anything that distorts the message, so that what is received is different from what is intended by the speaker. Whilst physical 'noise' (for example, background sounds or a low-flying jet plane) can interfere with communication, other factors are considered to be 'noise'. The use of complicated jargon, inappropriate body language, inattention, disinterest, and cultural differences can be considered 'noise' in the context of interpersonal communication. In other words, any distortions or inconsistencies that occur during an attempt to communicate can be seen as noise.

**Feedback:** Feedback consists of messages the receiver returns, which allows the sender to know how accurately the message has been received, as well as the receiver's reaction. The receiver may also respond to the unintentional message as well as the intentional message. Types of feedback range from direct verbal statements, for example "Say that again, I don't understand", to subtle facial expressions or changes in posture that might indicate to the sender that the receiver feels uncomfortable with the message. Feedback allows the sender to regulate, adapt or repeat the message in order to improve communication. Our pages: Clarification and Reflecting describe common ways to offer feedback in communication, our page: Active Listening describes the process of listening attentively.

**Context:** All communication is influenced by the context in which it takes place. However, apart from looking at the situational context of where the interaction takes place, for example in a room, office, or perhaps outdoors, the social context also needs to be considered, for example the roles, responsibilities and relative status of the participants. The emotional climate and participants' expectations of the interaction will also affect the communication.

**Channel:** The channel refers to the physical means by which the message is transferred from one person to another. In face-to-face context the channels which are used are speech and vision, however during a telephone conversation the channel is limited to speech alone.

Whereas, some believe that communication is about more than just exchanging information. It's about understanding the emotion and intentions behind the information. Effective communication is also a two-way street. It's not only how you convey a message so that it is received and understood by someone in exactly the way you intended, it's also how you listen to gain the full meaning of what's being said and to make the other person feel heard and understood.

More than just the words you use, effective communication combines a set of skills including nonverbal communication, engaged listening, managing stress in the moment, the ability to communicate assertively, and the capacity to recognize and understand your own emotions and those of the person you're communicating with.

Effective communication is the glue that helps you deepen your connections to others and improve teamwork, decision making, and problem solving. It enables you to communicate even negative or difficult messages without creating conflict or destroying trust.

While effective communication is a learned skill, it is more effective when it's spontaneous rather than formulaic. A speech that is read, for example, rarely has the same impact as a speech that's delivered (or appears to be delivered) spontaneously. Of course, it takes time and effort to develop these skills and become an effective communicator. The more effort and practice you put in, the more instinctive and spontaneous your communication skills will become.

About spiritual intelligence, Some believe that at the beginning of the twentieth century, as psychologists discovered ways and means to measure intelligence, Aristotle's definition of a man as 'a rational animal' developed into an obsession with IQ. In the mid-1990s, "Daniel Goleman" popularized research into emotional intelligence, EQ, pointing out that EQ is a basic requirement for the appropriate use of IQ. As we near the end of the twentieth century, there is enough collective evidence from psychology, neurology, anthropology and cognitive science to show us that there is a third 'Q', 'SQ', or Spiritual Intelligence.

Unlike IQ, which computers have, and EQ, which exists in higher mammals, SQ is uniquely human and the most fundamental of the three. It is linked to humanity's need for meaning, an issue very much at the forefront of people's minds as the century draws to a close. SQ is what we use to develop our longing and capacity for meaning, vision and

value. It allows us to dream and to strive. It underlies the things we believe in and the role our beliefs and values play in the actions that we take and the shape we give to our lives.

Whereas "*Brahmakumari Shivani*", an Indian scientist believes that *spiritual intelligence is the expression of innate spiritual qualities through your thoughts, actions and attitude.*

About the meaning of spiritual intelligence, she said that in order to understand spiritual intelligence it is useful to first be clear on what we mean when we use these two words.

**Being Spiritual:** To be 'spiritual' is to think, act and interact from an awareness of self as spirit not form, soul not body. Most of us are taught to believe we are our physical forms, and so we identify with our body or the labels we give to our bodies such as nationality, race, gender, profession etc. This wrong sense of self is what creates all fear, anger and sadness in life. From a spiritual point of view these emotions are always the result of ego (misidentification), which then blocks access to your true spiritual nature which is peaceful, loving and joyful.

**Having intelligence:** Intelligence is to use what you know in the right way, at the right time, in the right place, with the right intention. For example if you 'know' yourself as a spiritual being you will also 'know' that you do not own or possess anything. When something in your life is damaged or lost, it does not affect you in any way - you are able to use your spiritual power to accept and move on. If someone praises the clothes you wear, or insults you in any way or comments negatively about your looks, you are NOT affected because you 'know' that your real beauty lies within your character, within your nature, which no one can ever take away. In that moment you draw on the inner power of that knowledge and use it to remain stable in the face of others negativity. In effect you are drawing on your spiritual strength which is only released when you know who and what you are, and then using that strength in the right way, in the right place at the right time.

About the difference between spiritual intelligence and spirituality, she argued that spirituality is to 'know' who you are and Spiritual Intelligence is to 'realize' who you are and to live life in that awareness. You have always been who you are and, in truth, you can never be other than who you are, but it requires 'realization' i.e. that moment when you 'see it', when you 'get it' and then you 'be it'.

Spirituality is the knowledge of yourself as spirit/soul, and the understanding of your highest spiritual qualities and attributes, which are love, peace, purity and bliss. Spiritual Intelligence is the expression of these innate spiritual qualities through your thoughts, attitudes and behaviors. Being spiritual means the ego has dissolved, virtue has been restored to character and spiritual values connect your inner and outer worlds (thought to action). It is the ability to see every other human being as soul/spirit, and thereby transcend all the false identities of race, color, gender, nationality, profession and religion. It is in this awareness that we are then able to recognize and connect with the Supreme Power.

When you realize who you really are you will be at peace with yourself not only because peace is your true and original nature but there is no longer any inner division and therefore conflict between the many identities that you had previously created (gender/nationality/profession/possessions etc).

When you realize who you really are you are at peace with others. You no longer have to defend or protect any false image of yourself, so you no longer perceive anyone else as a threat to those images.

When you realize who you truly are you are at peace with the world because you will contain the world instead of it containing you. Whereas before you allowed the world to impose itself on you and shape your perceptions and feelings according to your particular sense of identity, now your self-perception is stabilized in the correct identity. In a sense you shape the world as you bring it into your consciousness.

One should say that Spiritual intelligence expands your capacity to understand others at the deepest level. Spiritual understanding allows you to discern both the 'true cause' of behavior without judgment, and serve the 'true needs' of others until they themselves learn to meet their own needs. This capacity is developed by first learning to free yourself from attachment and neediness and being able to meet our own inner needs. Attachment and neediness are the opposite of being spiritually intelligent.

**Personal Life:** Spiritual intelligence frees you from neediness and clinginess in your personal relationships. When you realize you already have within you what you seek from others (love, happiness, peace) you are then free to act and interact without any 'agenda'. In effect, you act from an authenticity that desires nothing of another, but serves only to give. Paradoxically this frees both parties to 'be themselves', which is the deepest foundation for any open, healthy and harmonious relationship built on the twin spiritual values of trust and respect.

**Family Life:** The culture of family life can easily revolve around too much 'familiarity'. This results in behaviors which can swing from rejection, resistance and avoidance one moment, to attachment, dependency and clinginess the next. Being spiritually intelligent in a family context allows individuals to find a more mature way to relate, free of emotional dependency, and able to embrace 'the other' regardless of their behaviour or their emotional state.

**Working Life:** When spiritual intelligence is brought into the workplace work ceases to become a daily chore in order to earn money, and becomes a creative process of service and contribution. Others are seen and treated as people and not objects/resources to get a job done, and individuals have an opportunity to learn the inner, invisible and subtle skills of building and sustaining relationships in any area of life. These abilities include building trust, acting with integrity, empathizing at a level beyond emotion, and the leadership of others through a consistently proactive attitude and positive vision. You are able to stay calm and focused in the face of crisis and chaos, a more selfless and altruistic attitude towards others and a more enlightened and relaxed perspective on life. In this research, the researcher tries to investigate and study the relationship between spiritual intelligence and communicational skills of IAU managers, and finally present an analytical model.

## **Methodology**

The research population includes 85 men and women managers, whom 70 have been selected as the research sample, worked at the central organization of Islamic Azad

University in 2014. The methodology of this research is survey and the study used the descriptive method of data collection.

**Table 1: number of research samples in gender separation**

Gender	Total number of manager	Percent out of all society	Sample number base on population
Women	14	16.4	11
Men	71	83.6	59
Total	85	100	70

Data were collected by the "King spiritual intelligence" and "communicational skills" standard questionnaire. This questionnaire was developed by king in 2008. Spiritual intelligence questionnaire include 20 questions of quintuple choices test the answer to his or her question from one to five score. Highest score shows highest level of spiritual intelligence. The questionnaire including four sub-scales such as critical existential thought, making personal meaning, developing of conscious experience and increasingly consciousness. Communicational skills questionnaire include 18 questions of quintuple choices which invented by "AL,Bartoon G." This questionnaire included three sub-scales such as verbal skills, audio skills and feedback skills.

Face justifiability and content get from available source and professor's viewpoint and validity via calculation Alfa coefficient is equal to .79 which showed a good reliability. Descriptive statistics (Frequency distribution, Mean, Standard deviation and Graphs) and inferential statistics (Pearson correlation coefficient test and multiple linear regressions) were used for data analysis. In this level Kolmogorov–Smirnov test were used in order to determine the normal or abnormal distribution of data.

## Results and Discussions

Primary hypothesis: There is a relationship between quadruple abilities of King Spiritual Intelligence and managers communicational skills of central organization in Islamic Azad University. To study above hypothesis of multiple linear regression test used, the results showed in the following tables:

**Table 3: summary of statistical indexes**

model	Statistical indexes			
	Multiple correlation coefficient ®	Multiple explaining coefficient( $R^2$ )	Balanced multiple explaining coefficient	Standard deviation of multiple explaining coefficient
Quadruple dimensions of spiritual intelligence	0.337	0.114	0.059	0.626

Based on above data and measured R value, it can be stated that there is a significant relationship between multiple abilities of king spiritual intelligence ( critical existential thought, making personal meaning, lofty awareness and developing of consciousness situation ) and managers communicational skills about 0.337. also by observing measured  $R^2$  value for variants, it is concluded that in view of managers of IAU central organization, multiple abilities of King Spiritual Intelligence explain %11 changes of managers communicational skills.

**Table 4: one way variance analyze**

model	Total Squares	Freedom degree	Squares average	F	Significant level
regression	3.278	4	0.819	2.085	0.045
Subtract	25.541	65	0.393		
Total	28.819	69			

Based on above data and significant level of test ( $p=0.045$ ) and ( $p<0.05$ ) it can be stated that in view of managers in Islamic Azad university, there are significant relationship between multiple abilities of King Spiritual Intelligence and managers communicational skills and at least one of the coefficients is significant so, analyzing of regression equation is provided.

**Table 5: coefficients associated with primary hypothesis**

Model	Non-standard coefficient		Standard coefficient	t	Significant level
	B	Error standard deviation	of $\beta$		
Constant	4.402	0.628		7.006	0.000
Critical thought	existential 0.720	0.274	0.586	4.630	0.000
Making meaning	personal 0.336	0.207	0.390	3.625	0.000
Lofty awareness	0.058	0.195	0.066	2.268	0.109
Developing of awareness situation	0.263	0.196	0.238	3.352	0.025

Based on above data and value of  $\beta$  coefficient for inserted variants to regression, it seems that critical existential thought (0.586), making personal meaning (0.390), lofty awareness (0.066) and developing of consciousness situation ( 0.238) have a relationship

with managers communicational skills, on the other hand, based on less significant level test from ( $p < 0.05$ ) in 3 dimensions of critical existential thought, making personal meaning, lofty awareness, and developing of consciousness situation it can be concluded that, above relationship are significant. On the other word, it can be stated that, in view of Islamic Azad University (IAU) managers there are significant relationship between quadruple abilities of king spiritual intelligence and communicational skills, so research hypothesis is verified and zero hypothesis rejected. Based on  $\beta$  coefficient value of critical existential thought, it can be concluded that this dimension has the most contribution in explaining of managers communicational skills.

First secondary hypothesis: there is relationship between existential critical thought and managers communicational skills of central organization in Islamic Azad University (IAU).

For studying of above hypothesis used Pearson correlation coefficient test as the following.

**Table 6: Pearson correlation coefficient test**

		Existential critical thought	Communicational skills
Existential critical thought	Correlation	1	0.351
	Significant level		0.000
	Number	70	70
Communicational skills	Correlation	0.351	1
	Significant level	0.000	
	Number	70	70

Based on above data it seems that, existential critical thought about  $r = 0.351$  has a relationship with managers communicational skills. On the other hand, based on less significant level of test from ( $p < 0.05$ ) it can be stated that above relationship is significant, so, research hypothesis accepted and zero hypothesis rejected. On the other word, it can be concluded that in view of managers there are relationship between existential critical thought and managers communicational skills of Central Organization at Islamic Azad University (IAU).

Second secondary hypothesis: There is a relationship between making of personal meaning and managers communicational skills of central organization in Islamic Azad University (IAU). For studying of above hypothesis used Pearson correlation coefficient test as following.

**Table 7: Pearson correlation coefficient test**

		Making personal meaning	Communicational skills
Making personal meaning	Correlation	1	0.296
	Significant level		0.000
	Number	70	70
Communicational skills	Correlation	0.296	1
	Significant level	0.000	
	Number	70	70

Based on above data it seems that, making personal meaning about  $r = 0.296$  has a relationship with managers communicational skills. On the other hand, based on less significant level of test from ( $p < 0.05$ ) it can be stated that above relationship is significant, so, research hypothesis is accepted and zero hypothesis rejected. On the other word, it can be concluded that in view of managers there is a significant relationship between making personal meaning and managers communicational skills of central organization in Islamic Azad University (IAU).

Third secondary hypothesis: There is a significant relationships between lofty awareness and managers communicational skills of central organization in Islamic Azad University (IAU). For studying of above hypothesis used Pearson correlation coefficient test as following

**Table 8: Pearson correlation coefficient test**

		Lofty awareness	Communicational skills
Existential critical thought	Correlation	1	0.187
	Significant level		0.039
	Number	70	70
Communicational skills	Correlation	0.187	1
	Significant level	0.039	
	Number	70	70

Based on above data it seen that, lofty awareness about  $r = 0.187$  has relationship with managers communicational skills. On the other hand, based on less significant level of test from ( $p < 0.05$ ) it can be stated that above relationship is significant, so, research hypothesis is accepted and zero hypothesis rejected. On the other word, it can be concluded that in view of managers there is a significant relationship between lofty

awareness and managers communicational skills of central organization in Islamic Azad University (IAU).

Fourth secondary hypothesis: there a significant relationships between developing consciousness situation and managers communicational skills of central organization at Islamic Azad University. For studying of above hypothesis used Pearson correlation coefficient test as following.

**Table9: Pearson correlation coefficient test**

		Developing of Communicational skills consciousness situation	
Existential thought	Correlation	1	0.204
	Significant level		0.025
	Number	70	70
Communicational skills	Correlation	0.204	1
	Significant level	0.025	
	Number	70	70

Based on above data it seems that, developing of consciousness situation is about  $r = 0.204$  and has a significant relationship with managers communicational skills. On the other hand, based on less significant level of test from ( $p < 0.05$ ) it can be stated that above relationship is significant, so, research hypothesis is accepted and zero hypothesis rejected. On the other word, it can be concluded that in view of managers there are relationship between developing of awareness situation and managers communicational skills of central organization at Islamic Azad University.

## Conclusion

The noticeable effect of spiritual intelligence on management important variants including, leadership, instigation, self-controlling, changing capacity, communication, performance,...and its relationship with other kinds of intelligence led to that spirituality and spiritual intelligence change in to the important subject in management and organization range. So, it should be said that managers who having spiritual view are more flexible rather than other managers and looking for goal and meaning for organization. And they understand the importance of connecting to bigger organization, having perception and personal statement from own spirituality, these kind of people are open minded that is they believed that there is enough sources for all of people and don't need for competition. As a result, people can trust in each other easily, and shared their information and work and adaptable to their colleagues and members of group till they reach to their goals. People in organizations hierarchy which having spiritual tendency,

try for developing of each other, and in conflict situations use win – win contributions strategies.

Today, psychologist believe that ultimate success of a big organization depended on spiritual intelligence of managers, although, intellectual intelligence and emotional intelligence guarantee successfulness. They believe spiritual encouragement in work place led to increasing creativity, truthfulness and self-confidence of personal evolving, organizational fulfillment, job satisfying, job contributing, temperament, conscientious, motivation, high performance. Therefore, a spiritual manager is able to manage a organization so that all of the consumers, employees and people can benefit it.

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