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COGNITIVE INTELLIGENCE AND SPIRITUAL MANAGEMENT FOR EFFECTIVE MANAGERIAL DECISION MAKING

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ABSTRACT

Cognitive Intelligence (CI) and Spiritual intelligence (SI) as a philosophy of company's management, is shifting the intention and significance of conducting businesses. Basic foundation of human thinking in a large extent is entirely dependent on cognitive intelligence which is being developed over the years from experience and knowledge gain. In the span of time, through this process, ethical and behavioral development through consciousness with conscience forms. If they are synchronized and tuned, then these factors do play a pivotal role in better decision making with enhanced positive outcome to realize enterprise objectives. As emotional and spiritual part of human nature plays a pivotal role of forming factors encompassing intellect and intelligence. Management of spiritual sensitivity is essentially required to rationalize effective decision making in all management levels of an organizational hierarchy. This paper intends to bridge a relationship between cognitive intelligence (CI), spiritual management and effective managerial decision-making styles as a critical competency for managers. Here the authors presented generic models for CI and SI, vs. decision a making competency which connects to developing cognitive viewpoints for effective decision making. Primary data collected through interview and discussion with participants. Analytical processes were based on SWOT analysis using scenario approach coupled with authors knowledge and experience focused on related case studies to derive the authenticity of this study.

Keywords: Cognitive Intelligence, Spiritual Management, Conscience, Empathetic Cognition, Decision-Making.

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INTRODUCTION

Human intelligence is diverse, and it does not follow any preset patterns and can't be formularized. Depending on the perception and angle of view upon which the facts are looked into and set forth to analyze. People with short mental vision with less emotional aptitude tends to make decisions immediate observation without probing further where long versioned decision maker with reasoning ability are prone or apt to go for process of further drilling down to the core of the subject matter. This enables them to enhance their view to probe and enhance rationales for effective decision making in other words to be wise.

No matter in what professional level we are in, we are continuously faced with new dynamics of circumstances that requires decision making. Being an employee or employer of an organization has become more than just doing work for pay, or running a business to generate profit but it is now a conscious act of authentic contribution in developing modern human history. Therefore, it is natural that managers of these 21st century organizations require expertise and empathy to look beyond the surfaced conditions and make right judgments using their cognitive abilities while managing so many people each day – subordinates, superiors, colleagues, junior colleagues, peers, students, suppliers, customers, other staff members.

Cognitive intelligence is a general mental capability that, among other things, involves the ability to reason, plan, solve problems, think abstractly, comprehend complex ideas, learn quickly and learn from experience. It is not merely book learning, a narrow academic skill, or test-taking smarts. Rather, it reflects a broader and deeper capability for comprehending our surroundings —" catching on", "making sense" of things, or "figuring out" what to do. – This definition of Intelligence first appeared in the Wall Street Journal which was signed by 52 intelligence researchers in 1994. Emotional intelligence serves as an added value in leading people. Emotionally intelligent abilities are not innate gifts, but learned skills, and each of them contributes in its own way to a more effective management. Lazovic (2012) Along with that spiritual capital representing awareness of higher purpose than just profit, and is also a basis for achieving a balanced emotional wellbeing of employees, which stimulates creativeness, innovativeness, and consequentially, the competitiveness of company.

The purpose of this paper is to reflect on new management paradigm that shape the development of cognitive intelligence and spiritual management based organizations. Referring to human relations, success depends on recognition and awareness of our emotional reactions towards obstacles and conflict situations. The intensity of managerial decisions reflects on organization environment within the company, and the quality of output from individuals. In this paper, we will identify and examine dimensions of cognitive intelligence, spiritual management and its impact on effective managerial

decision-making, while trying to encourage the Board of Executives for using more innovative decisions concerning human resource management.

SIGNIFICANCE OF THE STUDY

Over the last decade, ambitious claims have been made in the management literature about the contribution of cognitive and emotional intelligence to success and performance. Hess (2011) and other writers in this genre have predicted that individuals with high emotional intelligence perform better in all aspects of management. This paper outlines the development of a new emotional intelligence and spiritual management for effective decision making. Throughout this paper, we underline that creating added value among employees, which results in positive stimulation of their potential, Empathic communication between CEOs and employees develops a culture of trust that increases synergy among team members. Synergy stimulates employees' creativity, which is essential in developing new solutions and forming innovative responds to the increasingly complex demands of learning society. Guillén et al. (2015) claimed that there is a rising interest regarding employee moral and spiritual motives that also help managers in developing human resources, decision making, to be on right direction, to gain valuable organizational outcome and improved esprit de corps for better consideration of employee work. Thus, the pursuance for holistic human resource development is indispensable for exploration, learning, growth and accomplishment in existing workplace environment (Thakadipuram, 2010).

OBJECTIVE AND STRUCTURE OF THE STUDY

The main purpose of this study is to explore how managers of different levels take decisions for the organization and apply their cognitive skills to solve problems constructively. It also intends to sensitize managerial decision maker; and put forth the aspects of cognitive and spiritual intelligence to help them make more effective decisions for the organization.

In this paper a comprehensive summary of literature review is discussed. The discussion is in the areas of causes of bad decisions, how to apply cognitive intelligence and spiritual management and how managers can develop managerial quotient for improvement of organizational productivity, performance and managerial skills. These topics are reviewed to determine any common themes or vital differences. Any interrelationships between these areas are also considered and discussed.

This study observes the underlining dynamics effecting right culmination of empathetic intellect and spiritual consciousness of individual minds that can holistically

manage human resources in organizations. Methodology applied is qualitative analysis and literature review focused on the field of HRM, human cognition including emotional intelligence, spiritual management, and decision-making theories.

LITERATURE REVIEW

The foundation of human intelligence theories originated from the Greek philosophy. The nature of human intelligence is considered one of the most and highly debatable areas of psychological theory and research (Solso & Reiss, 2005). The theory of multiple intelligence was discovered by Howard Gardner as a model of human intelligence, which stated that each type of intelligence provides a theoretical foundation for recognizing the different talents and abilities that people possess. Gardner (1993) and Zohar and Marshall (2000) asserted that the different types of human intelligence are anatomically separated from each other. Indeed, they are widely used concurrently and complemented one another as skills develop. Human intelligence is divided into three primary types of intelligence, namely Intelligence quotient (IQ), Emotional quotient (EQ), and Spiritual quotient (SQ). It is postulated that a holistic mechanism leads to the incorporation of human spiritual intelligence for the best utilization of human resources (Ahmed et al., 2016)

Cognitive Intelligence

Intelligence is sought and defined for a long time now. Intelligence is a general mental ability to plan, reason, think abstract, solve problems, complex ideas, learn from and experience and learn quickly. The intelligence does not refer to a concept of scoring high on test or academics. Rather, it is a broad term that refers to the ability to understand things and make sense of figure out solutions. Similar definition of intelligence definition was devised by 52 psychologists in the Wall Street Journal in the year 1994 (Wall Street, 1994).

Many people claim to have intelligence and there is nothing wrong with that as well, except that intelligence is a very wide term. Psychologists now agree that different types of intelligence exist. A person might be intelligent in terms of bodily movements (athletes); other might be intelligent in comprehending literature work. Gardner classified eight separate forms of intelligence, and agreed that analytically smart is not the only form of intelligence (Gardner, 2000). Simply calibrating the mathematical skills of a person does not indicate that, he or she is the most intelligent one.

Cognitive intelligence is the intellectual ability to read, write, reason, analyze and prioritize (Grayson, 2001). It does not include people skill; a typical example of cognitive intelligence is a person solving mathematic problem, or writing an essay. This form of

intelligence is important, and many organizations take paper pencil (or computerized sometimes) test for the same.

Cognitive science is the interdisciplinary, scientific study of the mind and its processes. It examines the nature, the tasks, and the functions of cognition. Cognitive scientists study intelligence and behavior, with a focus on how nervous systems represent, process, and transform information. Mental faculties of concern to cognitive scientists include language, perception, memory, attention, reasoning, and emotion; to understand these faculties, cognitive scientists borrow from fields such as linguistics, psychology, artificial intelligence, philosophy, neuroscience, and anthropology (Miller, 2003).

Emotional Intelligence (EI)

Emotional intelligence is the awareness of use of emotions and their utilization within the parameters of individual cognitive styles to cope with situations and problems (Sanwal, 2004). Singh (2003) described that emotional intelligence is the ability of an individual to appropriately and successfully respond to a vast variety of emotional stimuli being elicited from the inner self and immediate environment. Kapadia (2004) found in her study, Emotional intelligence from Vedic psychology perspective and present emotional intelligence as transformation of mind, body and spirit to realize our true potential for the universal wellbeing and abundance of joy. All intelligence has an emotional base; using our emotions as a source of energy to accomplish the self-defined goal is what emotional intelligence consists of (Chadha, 2005).

In addition, Malekar (2005) found emotional intelligence as a set of factors which involve awareness of self and managing emotions, developing oneself through the power of empathy and motivation and building strong relationship with people. Emotional intelligence is the ability and freedom to grow from mistrust to trust, self-doubt to self-empowerment, following to leading, incompetence to competence, isolation to synergy and despair to hope being indicated by Singh (2006). Othman, Abdullah and Ahmad (2008) through the findings of their research describes EI as an ability to perceive, use, understand and manage emotions is critical for service providers to effectively carry out their work. EI plays a salient role in influencing service providers' job role, career role, innovator role, team role and organization role towards an extent that is required by types of services to which they are associated. The role of emotional intelligence significantly increases now a day. Chauhan (2016) emphasizes that people who understand their own feelings and emotions and don't let them sabotage the way they make decisions can have a better chance in managing situations more effectively and proactively. It also helps them not only in making better and more successful decisions but also in learning how to take control of their lives by becoming emotionally intelligent individuals.

Reason leads to conclusion; emotion leads to action. While emotional intelligence has been popularized by Goleman (1995, 1998), the concept is derived from social intelligence (Johnson and Indvik, 1999). In his model, five dimensions for EI are identified.

- Self-Awareness: Knowing own feeling and being in touch with them.
- Emotional Management: Not reflecting on own feelings, being able to express feelings (not passive).
- Self-Motivation: Do not use impulse in pursuing goals; do not give up in face of setbacks.
- Empathy: Sense what others are feeling and feel rapport with them.
- Relationship: Persuading others to work to common goal and helping others to learn promoting social harmony.

Unlike abstract intelligence, which refers to the ability to understand and manipulate symbols, or concrete intelligence, social intelligence refers to the ability to understand and relate to people. Emotional intelligence is defined as an individual's ability to accurately perceive reality so as to understand and regulate their own emotional responses as well as adapt and respond to others (Pellitteri, 2002; Mayer et al., 1997; Goleman, 1995). This emerges as four interrelated social skills, grouped around knowledge, perception, regulation and general intelligence (Mayer et al., 1997). Leaving aside general intelligence, the other components relate to the individual's ability to manage their emotional response (Goleman, 1998; Mayer and Salovey, 1997). Emotional perception allows individuals to respond congruently, as they recognize their own and others' emotional responses. Emotional regulation means individuals self-monitor the intensity and direction of their own and others' emotional responses, as Pelliteri (2002) highlights, allowing them to moderate negative emotional reactions and remain positive. Regulation, the third component, allows individuals to utilize their emotional knowledge to promote creativity and flexibility, social relations and maintain motivation.

Emotional intelligence is the "something" in each of us that is a bit intangible. It affects how we manage behavior, navigate social complexities, and make personal decisions that achieve positive results. Emotional intelligence is made up of four core skills that pair up under two primary competencies: personal competence and social competence.

Based on LeDoux's analyses of his research data, Daniel Goleman formed a model of emotional intelligence that connects individual's set of skills powered by the brain dynamics in the background with one's reactions. He divided emotionally intelligent skills into two groups; the first group



Source: TalentSmart, 2017

indicates abilities for successful management of ourselves as individuals, while the second group determinates how receptive we are to the guidance of others. His findings are based on scientific disciplines that study human complexity, such as biopsychology and neurology. According to his conclusions, the oldest centers of the human brain, those responsible for feelings, are also responsible for managing ourselves and our social skills. These are skills that are contained in the genetic development of people and serve for the survival and adaptation of mankind. The emotional part of the brain perceives the world differently than the reasonable part.

This conclusion brings new perspective on an enormous gap between cognition and emotion. Some skills are just cognitive, such as analytical thinking and technical skills (Hess et al., 2012). Some of them are a mixture of combined parts between cognition and emotion; this is called emotional intelligence (Goleman, 2001). The core of emotional intelligence is based on adaptation of creating conscious and intelligent actions regarding our own emotional responses as well as managing other people's reactions to an emotionally charged situation. In order to be able to successfully manage all these reactions, we first need to acknowledge the emotional state that we find ourselves in, and subsequently recognize its impact on our behavioral patterns. For adjusting, or better yet transforming those patterns, we must use our conscious mind while evaluating if we are.

Spiritual Intelligence

Vaughan (2002) defines spiritual intelligence (i) as inner life of mind and spirit as well as their connection to the world; (ii) as capability of deep comprehension of existential issues on higher levels of consciousness; and (iii) as awareness of soul, which is a creative life force of the evolution. For Trojnar (2002) it is a spiritual intelligence of the soul that derives from the heart and universe. With it, one is capable of solving questions of meaning and evaluating whether or not the path one is taking is better than paths the others are taking. To create wealth (spiritual capital) that derives from the purpose of life, life values and basic sense of life, an individual must have a sense for the purpose of life and its values as well as sense for the basic meaning of life (spiritual intelligence). Spiritual intelligence is the one that enables human to find the deeper purpose of life, its highest values, purpose and deepest motives. It is the way of using one's process of thinking when one is making decisions and doing things one thinks are worth doing (Zohar, 2006). Zohar and Marshall (2000) claim that the spiritual intelligence differs from the emotional by its trans figurative power. That means that emotional intelligence enables us to evaluate in what kind of position do we find ourselves in and how to behave in it (acting inside the boundaries of the current position); the spiritual intelligence enables us also to ask ourselves whether or not we want to be in that position at all. The spiritual intelligence tackles the philosophy of being, cooperation and leading. It also distinguishes the meaning and purpose of conducting business aimed at assuring

the well-being. That is why spiritual intelligence, upgraded with spiritual capital, contributes significantly to the modern leading and modern conducting of business of the organizations; it sets up a new paradigm of conducting business, too.

Individuals, and especially managers, need to focus on the development of their own responsibility in all circumstances, respect for others no matter how many mistakes they have made and how negative their personality is. They also have to trust and care for others even before they start to take care of their own needs; they also need to be empathically. The above-mentioned attributes express the personal spiritual power with its roots based deep inside the sub-consciousness. That means that emotional and spiritual intelligence lie in complex connection and that understanding of the basis of spiritual intelligence is a precondition for development of the emotional intelligence. Spiritual intelligence, which is only developed by people, but not by organizations, asks eight essential questions and foresees that each person that sacrifices his/her time and decides to work on its foundations, is capable of answering them. These questions are: Who am I? What is my true nature? How does my consciousness work? What is connection/relationship? By which laws is life functioning? What is the meaning of life? What is my intention? What is my vision of future?

Spiritual Management

Spirituality, based on a subjective feeling and trust, serves for seeking of meaning of life and improvement of life mission. According to research by Frankl (1962) they both exceed other aspects of positive psychology toward its highest reach. Therefore: search for meaning of life is a key part of positive psychology, which is interested in the psychic health and satisfaction, psychological aspects of quality of life, positive emotionality and experiencing, and its equivalent personality dimensions such as happiness, overwhelming feeling, hope, modesty (Musek et al., 2002).

Spirituality

Spiritual perception of the world (Kononenko, 2006) is the basis of all teachings of great wise men of important philosophical and religious schools and also of holy texts from east and west, such as; Jogananda (2003); Meera (2002); Tolle (2002); Shah (2000); Shankar (2000); Pilgrim (1999); Osho (1998); Krishnamurti et al. (1993); Milčinski (1992); Aurobindo (1991); de Mello (1989); Po (1977). Even though all teachings carry their own little distinctions in detail, approaches and techniques of spiritual paths, they have the same foundations and common ideas (Kononenko, 2002)

- Human being is built of personality (ego, lower nature), individual soul and common spirit (higher nature). Personality is composed of physical body, life force (energetic body), emotions (emotional body) and common sense (mental body). Spirit is

composed of (higher, pure) intelligence (wisdom), (unconditional) love (goodness) and (free) will (power). The soul is an intermediary part that is connecting personality with the spirit.

- Purpose of individual's life is learning of wisdom and nurturing of spiritual values (simplicity, modesty, humbleness, acceptability, tolerance and patience, persistence, honesty and courage, faith, trust and love, and compassion). Final goal of individual's life is to know one-self and to combine the materialistic with the spiritual through enlightenment (beatitude, nirvana). That way pupil becomes a master of wisdom; he/she exceeds his/her own ego, establishes control over his/her personality, lives his/her spiritual values and becomes a teacher. Wise man expands his metaphysical heart across all of the people and does not look for differences between them anymore. Since his consciousness expands, he acknowledges inter-personal relations among all of them.
- The basic principle that allows learning and progressing on a spiritual level is reincarnation (soul repeatedly materializes itself in human body to learn and gain experience until it controls human's personality and reaches enlightenment). The basis of the spiritual perception of the world derives from ancient traditions and is a fruit of the insight of several great thinkers and philosophers. It is based on the above cited principles (Kononenko, 2005).

CAUSES OF BAD MANEGERIAL DECISIONS

Decision-making effectiveness has been associated with how well managers adapt their cognitive style to task requirements. When decision-makers possess knowledge that is not useful for solving a decision problem, the probability that their decisions lead to increased process performance is based on pure chance. All other things equal, the greater the utility of the knowledge that decision-makers possess, the greater the probability that their decisions lead to increased control and improved process performance. Obviously, knowledge in itself is not a simple cumulative stock variable. The 'utility' of knowledge, or its usefulness for solving a specific decision task, can be seen as such a variable (Hossein et al., 2016)

Contemporary decision tasks are challenging. Decision situations are often characterized by an absence of crucial information, information overload, the absence of structure and great complexity. The skill with which managers succeed in dealing with these conditions will largely determine how well they maintain control over business processes. Since many managers work under significant time pressure, how well they can deal effectively with the challenges will substantially affect the competitive performance of the process they control.

Decision-making is often defined as an act of information processing: the transformation of knowledge and information into managerial action (March, 1991; Weick, 1979; Galbraith, 1974).

The concept of a mental image of the decision problem helps to understand the relationship between effective decision-making on the one hand and the need for knowledge and information on the other. Decision-makers must have a reasonably accurate and complete mental image of a business process and its interfaces with the world, in order to be able to make decisions effectively, and exert control over the process. Managers will therefore attempt to improve their understanding of the situation by making use of external information and their experience, to make more effective decisions. The resulting improvements in the quality, scope and detail of the mental image of the decision problem can be understood as increases in the utility of the knowledge a decision-maker possesses for executing decision tasks in the process, and thus as antecedents of more effective decision-making. The utility of knowledge is always and necessarily contextual, i.e. relative to the decision problem.

Availability of Information

Decision tasks vary in terms of the relative availability of explicit data and information. Since strictly rational decision-making requires accurate and well-structured information (Schoemaker, 1982), the extent to which rational analysis can lead to effective decision-making will vary with the relative availability and quality of information. Newly acquired information can immediately be integrated with existing explicit knowledge and processing more explicit information will lead to more useful knowledge.

The Role of Tacit Knowledge

Decision tasks differ in terms of the extent to which tacit or implicit knowledge plays a role (Polanyi, 1969; Polanyi, 1962; Polanyi, 1966). For example, in the case of new service development, managers build up a feeling for customer requirements over time. The skill to take customer requirements into account when developing a new service is largely tacit. The effectiveness of decision-making can thus decrease when existing tacit knowledge is ignored. It has been proposed that decision-makers access accumulated tacit, or non-articulate knowledge through their intuition.

Structuredness of the Task

Decision tasks vary with respect to what is called the structuredness of the decision context (e.g. Mintzberg et al., 1976). Rational analytical processing requires a well-

structured decision problem. When the problem appears clearly structured to decision-makers, they can make rational calculations.

Complexity

Task conditions vary with respect to the complexity of the decision context and the problems that are to be dealt with by the manager. Problem complexity could be abstractly described by the number of cues or issues that play a role in a decision problem (Hammond et al., 1987). As a consequence of the physical constitution of our brains, rational decision-makers experience considerable difficulty in dealing with complexity. Great complexity requires great processing effort from the decision-maker, which can be a scarce resource under conditions of time pressure.

Time Pressure

Time pressure not only hinders the time-intensive rational decision process, but also reduces the amount of high quality information that can be gathered by the decision-maker.

Need for Justification

Another aspect of the decision situation is the extent to which decision-makers owe a rational justification for individual decisions to superiors (Van Riel et al., 2004).

Scope of the Cognitive Systems

The extent to which a decision-maker will be able to increase knowledge utility by making use of rational analysis will be moderated by various bounds imposed on the rationality of the decision-maker (Van Riel et al., 2003)

It's important to understand how a manager knows which of two potential decisions will be most conducive to achieving organizational goals as the performance of business processes is considered to be positively and strongly correlated with the effectiveness of associated managerial decision-making (March, 1999; Penrose, 1995; Galbraith, 1974; Galbraith, 1973). As firms seek innovative ways to gain an edge, managers are faced with tough, often expensive decisions, over which new programmed or policy, to introduce. Not being able to go down two roads at once, the choice they make will have a significant impact on the success of their corporation into the future.

Effective Managerial Decision-Making Parameters

Study of decision making processes is not a new topic. It has been evolving with contributions from a number of disciplines for over 300 years. Decisions are the core transactions of organizations and may include three aspects. There may be more than one possible courses of action. Decision makers can form expectations concerning future events that are often described in terms of probabilities as degree of confidence. Consequences associated with possible outcomes can be assessed in terms of reflecting personal values and current goals.

As with managerial decision making has been studied from multiple perspectives, decision making by individuals within an organizational and social context has become an increasing complex part of leadership. Over the years, there has been much debate on how to accurately describe decision making processes in general beyond an implicit agreement that decisions are made through some sort of chaotic processes.

Decision making is about deliberately choosing an option from two or more options in a proactive manner, under conditions of uncertainty, in order to reach a specific goal, objective or outcome with the least amount of risk. Managers, sometimes, see decision making as their central job because they must constantly choose what to be done, who is to do it, when, where and occasionally even how it will be done. We can say that managers face with situations (opportunities or threats) that have to make decisions in doing all their activities; therefore, decision making is of great importance in all managerial activities and organizational processes.

Decision theories have embodied several prevalent concepts and models which exert significant influence over almost all the biological, cognitive and social sciences. There are different factors affecting the ways in which decision makers concern with decision situations. Based on Tatum et al there is no universally accepted classification of decision making style.

Hunt et al. (1989) considered decision making style as closely related to the term cognitive style. Cognitive style in decision making often refers to individual "thinking practices" central to the understanding of decision processes (Thunholm et al., 2004). Scott and Bruce in 1995 Described decision making styles as the learned, habitual response pattern exhibited by an individual when confronted with a decision situation.

Emotional Intelligence (EI) and Decision-Making Style

In today's dynamic environment, leadership is increasingly under tremendous pressure to see that organizations foster to meet the ever-increasing demand of enhancing the stakeholders' wealth. This demand leads to enormous pressure at decision making practices. Decision making is traditionally viewed as a rational process where reason calculates the best way to achieve the goal. Addressing the role of emotional intelligence in decision-making processes, Sevdalis et al. (2007) noted that although empirical

research has emphasized the relevance of emotions in decision-making processes, individual differences in the perception and experience of emotion have been largely overlooked. The authors concluded when people make decisions, they often think about the emotions the outcomes are likely to trigger. Further, Sevdalis et al. (2007) outlined decision-makers:

- anticipate their emotions before a decision materializes;
- experience them when they receive the outcomes of their decision; and
- recall them from memory when they contemplate past decisions (good or poor).

EI as an important personal trait has an inevitable role in doing all managerial activities in appropriate ways; especially, in changing environments that relying on cognitive intelligent is not effective enough to make suitable decisions and cope with unknowns for different managers. There are different individual characteristics that can influence decision making style of managers; such as, individual value systems, self-regulation habits and emotional intelligence (EI) as an important personal factor that its effect on decision making styles of managers.

Ashkanasy et al. (2002) presented both the narrow interpretation limiting emotional intelligence to the distinct abilities of perception, identification, understanding and management of emotions, to the broader interpretation which would include empathy, time management, decision making and team working. Therefore, in today's organizations that face with complex and changing internal and external environments, decision makers should have various skills and abilities to make decisions in order to deal with these extreme situations. This usually requires managers to evaluate their current skills and develop more creative approaches.

The best managers need to possess EI to make decisions based on a combination of self-management, relationship skills and awareness of their behavior's effects on others in the organization. EI plays a greater role than "traditional intelligence" in determining leaders and organizations' success and concluded that EI helps people to: Be more aware of their interpersonal style. Recognize and manage the impact of emotions on their thoughts and behavior. Self-motivation helps managers in better understanding of their own feelings when they are confronted with a threat or opportunity that demands their decision or reaction. Self-controlling as another important factor of EI helps managers to control their internal feelings and reactions; such as, fear or negative excitement in decision making situations.

Self- motivating as the third element of EI increases managers' desire to respond to the problems in an active way instead of passive ways. Empathy as another important element of EI help managers to understand other feelings and needs and make decisions because all decision makers make decisions that is implemented by their employees.

Finally, social communication or relationship makes managers able to connect with their employees. In this way, managers can make suitable decisions and also facilitate their implementations. Therefore, managers who are high in EI are expected to understand

and analyze decision making situations in better ways comparing those who are in lower level of EI (Moghadam et al., 2011).

METHODOLOGY

This study was conducted from January to March, 2017 consisting of 75 participants. Basis of primary information through interview techniques (asking participants questions about their experience of decision making in work environment to identify prototypical features of their cognitive understanding and spiritual intelligence in making right choices). Interviews provide qualitative data which have the advantage of being more sensitive to respondents' meanings and interpretations (Guillén et al., 2015; Coyle and Williams, 2000). Participants were selected through opportunity sampling, among 37 males and 38 females. A total of 75 participants were in the strategic level management positions, 20 were from mid-level and 20 were in operational level positions of eight organizational sectors-small enterprises, education, telecommunication, banks, and health care. Interview question pattern was semi-structured including some open-ended questions and was conducted on one to one basis. Participants were reassured that their responses would be confidential and anonymous.

Phases were divided into sampling groups because the reason being to have a crosscheck to derive the rationale of the discussions having similarities and/or dissimilarities in opinions and perceptions of the participants.

Some personal observations were included to make this study clearer. The secondary data was collected from the existing literature on cognitive intelligence, emotional intelligence and spiritual management, various published sources, research journals, articles, online articles, and books. The data was analyzed using descriptive pattern. Qualitative analysis and literature review focused on the field of HRM and here human cognition includes emotional intelligence, spiritual management, and decision-making theories.

ANALYSIS AND DISCUSSION

In the competitive and dynamic working environment, people of different aspirations, personality, perceptions, capabilities and attitudes exists and thus exists need to make conscious decisions to manage them. In recent years, a notable increase of research work on the topic of emotional intelligence and spiritual intelligence has been observed. The growth and scope over last decade demonstrate that these faculties represent a fruitful area of interest for the researchers. However, there is a dearth of studies on cognitive and spiritual intelligence and its relation to managerial decisional precipitation development.

Consequently, the inclusion of spiritual intelligence in the organization's human resource development model can also support reclaim humanization among employee's behavior, their coordination in achieving goals and as well as enhances commercial benefits of the organization. Also, human resource development programs need to be re-designed and consideration of employee's entire being (mind, body, and spirit) would create a climate for holistic flourishing of the employees (Poole, 2009). From various literary sources, it is observed that effective managerial decision making involves many factors like perception, learning, culture, personality, leadership style, work environment etc. However, when a manager makes a decision, how effective it would be depending largely on the ability of the manager to assess the situation with cognitive intelligences and thus apply cumulative experience and knowledge with empathetic viewpoints. Also identifying reasons of their previous poor decision making also improvises how to respond to new challenges of managing human capital at organizations. To make it clearer, the data gathered from participants of interview has been classified into different themes. The textual data are summarized and discussed below.

Resisting Change

This has been evident that managers tend to be more intuitive, because management positions require a decisive, experience based approach rather than careful analysis. However, relying too much on past experience and not upgrading with the changing environment also puts managers in grid lock with their decision-making patterns. Participants from mid-level management of this study sometimes said that being managers many times they rely on past experience that seems useful, but is actually sometimes it proved dangerous. Though experiences develop knowledge but in case of making decisions they overstate experience, because it doesn't exactly fit the situation as every individual in an organization is different. They felt it was more important to assess the situation in hand before making judgments.

Addicted to Workplace Politics

Often decision gets clouded due to workplace politics and managerial decision making gets biased on the basis of position and power. Almost eighty percent of the participants agreed that workplace politics in inevitable and would prolong the decision making. Participants of our interviews expressed their feelings that this is all too common and results in bad decision making and a short-lived tenure. Unfortunately, Political motivations make it difficult to make objective decisions and manage the core responsibilities at hand. Here cognitive intelligence can play vital role in keeping clear vision of the objective and with spiritual management minds can be more focused with clear perception.

Lack Clarity of Purpose

According to 30 participants, in most cases it was lack of clarity about the ultimate when you don't know what you stand for; it becomes more difficult to make good decisions. Much like falling into the trap of corporate politics, when you "feel in your gut" that you have lost touch with your core values and believe they no longer align with your senior leadership team – you begin to make bad decisions.

Over Thinking

Participants from strategic level management positions of the study said that sometimes overstressing on a particular decision has led them to misjudge the situation and make bad choices. Sometimes over thinking crosses the Spiritual threshold and thus the outcome of the process is confusion.

Lack of Empowerment

40 participants from operation level and mid-level managerial position thought that in work environment most cases they don't take decisions based on emotions. Reasoning and rational thinking makes the process easier. However, there can be situations when due to leadership of organizations can strongly influence ultimate result of a situation; thus, managers knowingly make wrong decisions.

Virtual Reality

Some respondents with higher level managerial position said that when virtual experience supersedes the reality it helps in projection better decisions in reality. One can acquire emotional intelligence and spiritual consciences working in balanced manner when they can gain insight and experiences through virtual reality and can perceive the same as real experience which later he/she can have comprehended in better deicing making. One doesn't necessarily gain cognitive learning through years of experiences only it can be developed through virtual reality also.

Spiritual Incubation

However, majority of the respondents agreed that spiritual management and spiritual intelligence helps them come up with ideas and new strategies through meditative conventions. Thus, repeated focus on specific energy using higher consciences helps in unveiling effective decisions and helps them to bring the required balance in their decision-making contexts.

Model of Developing Cognitive Intelligence and Spiritual Management

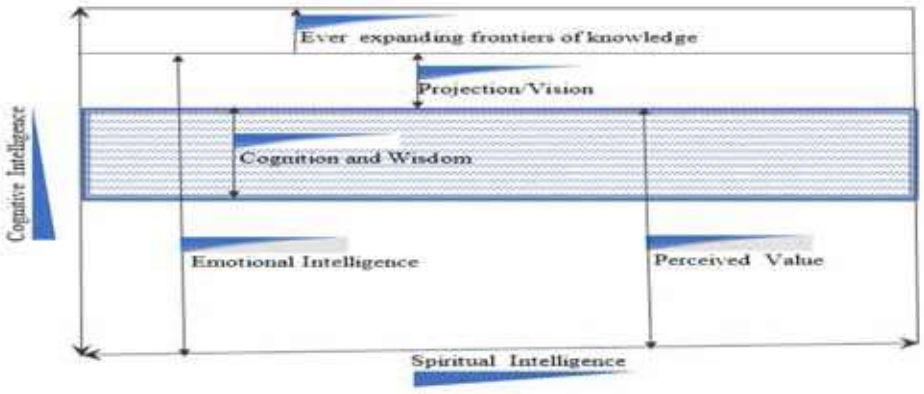

Figure I: Model of Developing Cognitive Intelligence & Spiritual Management. Source: Authors

The above diagram is drawn from the information given by the respondents through informal discussions that were held between various sessions both in the workplace and outside the workplace as well and also during working day and on holidays too. The reason is to find similarity of the opinions of each individual in various environments being both formal and informal.

In the span of time taking SI as a base of human characteristics which enriches day by day as it also influences the formation of CI. The quality of CI formation can vary from person to person.

Spiritual intelligence transforms ego by being the true self. Therefore, in addition to experiencing the qualities of the inner self, in the form of peace, joy, love, and compassion, SI also has access to all the capabilities of the true self, in the form of witnessing, ego-less perception, ego-less motives, wisdom, intuition, integrity, inherent self-esteem and creativity, resulting in top performance. Consequently, EI combined with SI is more powerful than EI on its own, in the absence of SI.

Thus, the essential difference between EQ and SQ is the identity shift from ego to self. The essential difference between emotional intelligence and spiritual intelligence is the identity shift from the false self as the ego to the true self. EI over time can fluctuate by the influence of perceived value but this can also be fine-tuned by CI as nothing remains unchanged and we are always on the move to explore being wise enough through our cognitive attributes and naturally the frontiers of knowledge are ever expanding.

Stages of Developing Decision-Making Process & Impact of Cumulative Experience

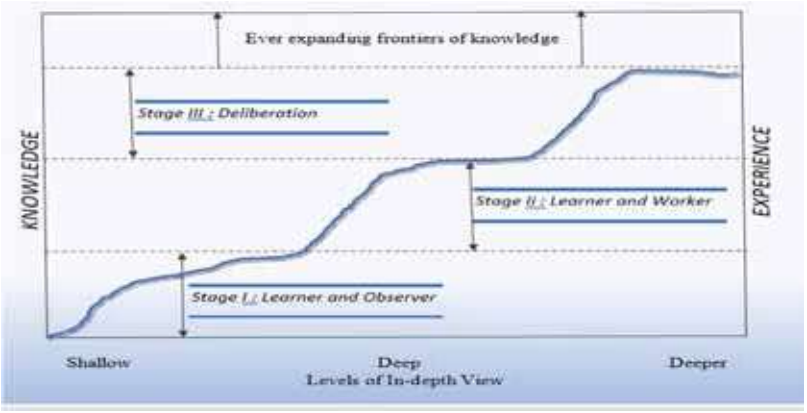

Figure II: Stages of Decision Making Process and Impact of Cumulative Experience
Source: Authors

The above diagram is drawn from the perception of the interviewees as well as the conception of the authors regarding the various stages of decision making process of the managers / decision makers. It can be seen knowledge has a proportionality relationship to that of experience.

Experience gathered, and knowledge gained are in the various stages of work life, leaning phases as well as interest to explore to meet the challenges to overcome various managerial obstacles through situation analysis and scenario approach. Confidence plays a vital role in Stage III which is execution and/or deliberation. Stage III can transform to Stage I and advances to Stage II and thus Stage III for further advancement as knowledge is ever expanding and there is no end to it which can again be depicted as upgradation and so on. Cognitive attributes here is very much essential as we can observe from various angles of perception. The higher the experience related knowledge and knowledge related experience the perceptive viewpoints are more focused, and sharper thus plays a more congruent role in decision making with possibilities of positive outcomes.

Techniques to Develop Empathetic Viewpoints

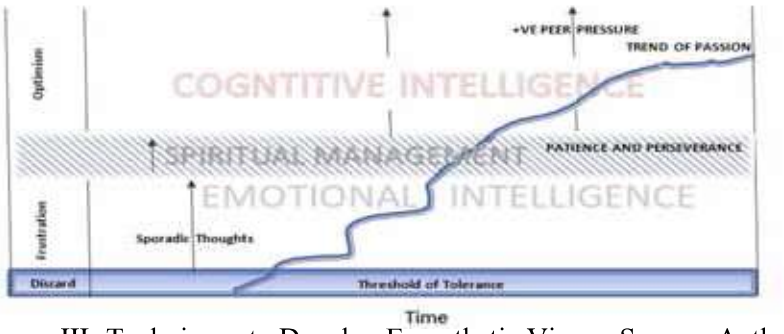

Figure III**:** Techniques to Develop Empathetic Viewp. Source: Authors

In above model analysing the attributes and charecteristics of decision making process at different phases of the interviewees and the interrelationship of human intelligence it is observed that over time people who are patient to continue their curiosity and keenness to face challenges with conviction tends to transform their frustrations to optimism when they have opted to see the end without giving up. EI rearranges the spordiac thoughts or options to filter out the impurities and keep the best options for further analysis where CI pulls in to push down the chances of discarding valuable ingredients (thoughtful thoughts) and here the ratinality incurs. Team members positive role also plays as vital motivational factor to have more confidence in indivitual for collective decision making.

Strategies to Apply Spiritual Intelligence

The process is to emancipate the patterns of analytical abililities to adapt with ego-free environment discussion. In other words openness to accept and being rejected should not be taken personally but as an syenergistical effort to achieve the objective fairly and ethically. Mind control with sublimation without passing through the ego phase can further quicken the transformation of dicision making avoiding ambiguity. Spiritual Intelligence paves the way for emotional factors to proceed with caution so that cognitive intelligence will be enhanced to an attainable level (Rana et al., 2016)

Developing Managerial Quotient

The role of emotional intelligence and spiritual intelligence have significantly upturn in recent times that drives managerial successful decision paradigm. People who understand their own feelings and emotions and able create balance in feeling and thinking don’t let circumstances sabotage the way they make decisions. Managerial

Intelligence is the application of managerial skill of zealous people who are more prone to achieve better results rather holding superior positions as a prestige symbol. A manager having appropriate MQ has the characteristics of a leader with higher level of coaching and mentor ring skills. They prefer holistic approach towards individuals. Among new managerial approach, usage of Managerial quotient is very essential. Desired managerial quotient causes improvement of organizational productivity, performance and managerial skills. Developing MQ and its application encouraged more in institutions can have a better chance in managing situations effectively and proactively.

CONCLUSION

Human mind doesn't follow any set patterns or there are no formulas to determine the characteristics of an individual. It may vary depending on their personal life, as well as work and/or professional life. But what is being discussed above if one practice may result in better decision making. But this is not universal. But we can try further improvement of our intuitive understanding and clarity of perception through more empathetic reasoning and put ourselves in other shoes before we induce judgments for others. Often over rationalization due to excess thoughts complicates the resultant outcome. Emotional intelligence is necessary to make effective decisions through its practical application congruent to cognitive factors which can enhance individual and group decisions with productive outcomes.

One should be good listener when s/he to act in emotionally intelligent manner; mind becomes clouded if we are perceptionally rigid. According to our respondents the latter depend on individual's personality and their level of perception. Emotional self-awareness gives Managers better possibilities for understanding their own emotional dynamics. This knowledge also helps them to regulate group emotions inside the team and directly affect their productivity. Discussions with the participants and respondents revealed that spiritually inclined conciosly takes the decision to share knowledge instead of concealing. Spiritually enlightened people have no compition, relaying on strengths though knowledge transformtion.

Supervisors needs to understand that the team is to be more appriciated so that to they have a proper implementation of succession planning through transitional leadership.

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