

Buffer Role of Spiritual Intelligence on Anxiety among Private Sector Employees in New Delhi

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ABSTRACT

Spiritual Intelligence is the ability to act with wisdom and compassion, while maintaining inner and outer peace, regardless of the circumstances which helps an individual to act with wisdom and aids facing everyday challenges. Anxiety is an affective stressful, palpable but transitory emotional state characterized by feelings of tension, worried thoughts which might lead to somatic changes. The objective of this study is to assess the buffer role of spiritual intelligence on anxiety among private sector employees in Delhi keeping in mind the demographic factors. In the present study, descriptive research design was used. Samples from three reputed private companies belonging to different locations in New Delhi were selected by using convenience sampling technique. Data was collected by using Six fold Spiritual Intelligence scale developed by Kaur S and Comprehensive Anxiety Test developed by Sharma, H. et al. (1992) apart from consent Pro forma and Demographic Information Schedule. In the present study, no statistically significant difference in demographic factors was found. But, a negative correlation between Spiritual Intelligence and Anxiety was found. It was also found that Spiritual Intelligence was an important suppressor of Anxiety. It can be concluded that Spiritual Intelligence can act as a potent coping mechanism to deal with the anxiety experienced by the private sector employees.

Keywords: *Spiritual Intelligence, Anxiety, Private Employee*

INTRODUCTION

The word Spirit is derived from the Latin word Spiritus which means “breath” hence, spirit is the breath of life. The word intelligence is derived from Latin intelligentsia which means “choosing between”. Hence, Spiritual Intelligence is the ability to choose between ego and spirit. The term was first coined by Danah Zohar in her book *Re-Wiring the Corporate Brain* in 1997. Howard Gardner in 1999 included eight types of intelligence named Existential Intelligence. It dealt with the capacity to raise and think about philosophical questions about life and death.

Robert Emmons (2000), defines spiritual intelligence as “the adaptive use of spiritual information to facilitate everyday problem solving and goal attainment”.

Frances Vaughan (2002), offers the following description: “Spiritual intelligence is concerned with the inner life of mind and spirit and its relationship to being in the world”.

Cindy Wigglesworth (2002), defines spiritual intelligence as “the ability to act with wisdom and compassion, while maintaining inner and outer peace, regardless of the circumstances”.

Tony Buzan (2001), defines Spiritual Intelligence as “Awareness of the worlds and your place in it defines that Spiritual Intelligence is supposed to be one of the ten Intelligences”.

Hence, Spiritual Intelligence can be described as inner peace which can be achieved by various means which helps an individual to act with wisdom and aids in facing everyday challenges. Spiritual Intelligence helps an individual to become empathetic towards ones surroundings and universe as a whole. It helps individual to foster habits which enhance introspection, self belief and also helps one to monitor his emotions and behaviors. Thus, Spiritual Intelligence can play a pivotal role in situations where an individual is searching for options to divert and combat situations like anxiety and stress.

American Psychological Association defines “Anxiety” as an emotion characterized by feelings of tension, worried thoughts and physical changes like increased blood pressure. People with anxiety disorders usually have recurring intrusive thoughts or concerns. They may avoid certain situations out of worry. They may also have physical symptoms such as sweating, trembling, dizziness or a rapid heartbeat. Anxiety is intense enough to impair the normal functioning”

Srivastava and Sinha (1972), stated that “a generalized feeling of vague fear and apprehensive mental state of an employee regarding various aspects of job-life”. A modified definition stated by Srivastava and Sinha (1983), is that “anxiety is employees’

predisposition to emotional tension caused by his generalized feeling of vague fear and insecurity, and apprehension in respect to one or several constituents of his job life”

Sinha (1962), stated that “Anxiety is a painful and harmful state, which most individuals face in their normal life, it is the most pervasive and universal phenomenon of the time”. Hence the twenty-first century has been called the “age of anxiety”.

According to Upadhaya (1978), “anxiety has many causes; the existing social structure which is becoming more complex day-by-day is one among them. Increase in population, industrialization, advancement in science and technology, urbanization, liberalization, privatization and globalization have given rise to competitiveness in every field leading finally to a greater intensity of tension in every walk of the life”.

According to Sigmund Freud (1926), “anxiety is central to the psychoanalytic concept of neurosis, an unconscious state which has evolved through repression of unacceptable feelings. The process of repression is maintained through the operation of defense mechanisms such as sublimation, displacement and projection or through disguised expression in conversion symptoms, phobias, obsessions or hypochondrias”.

Thus, anxiety is an affective, stressful, palpable but transitory emotional state, which happens to be highly unpleasant condition that poses a danger to ones ego. It can also be described as an unpleasant state of mental uneasiness, nervousness, apprehension and concern about some uncertain event. It is characterized by nervousness, uneasiness of mind with feelings of tension, apprehension and heightened arousal of Autonomic Nervous System (the ANS). The physiological, cognitive and subjective components help the person to effectively deal with the dangers of anxiety but they may be damaging for present or unresolved unconscious conflicts that might take place in the persons mind. These unresolved conflicts may affect both somatic and physiological participation and may threaten the integrity of the organism.

Relation between Spiritual Intelligence and Anxiety

Behera and Dash (2015), aimed to examine stress and spirituality among school teachers. This study, it was found that there was a significant difference in the amount of stress and spirituality which depended on locality and type of school. According to study conducted by Moritz, S. et. al. (2011) on spirituality teaching program for depression: qualitative

findings on cognition and emotional change, it was found that spirituality teaching program impacted depression and anxiety by expanding the spiritual beliefs and shifting perspectives of the participants. A study on Research on Religion, Spirituality and Mental Health: A Review was conducted by Koenig (2009). This study concluded that the people involved in religion and spirituality had a better coping to stress, anxiety and depression. This study also laid stress on the difference between religious delusions and healthy normative religious beliefs and their effects on the individuals.

Phillips et al., (2009) worked on incorporating religion and spirituality to improve care for anxiety and depression in older adults; it was suggested that religion/Spiritual Intelligence may be linked to improving physical and emotional health. The study showed that older adults had a high level of Spiritual Intelligence and they were receptive in including such believe in healthcare settings. In a study conducted by Baetz, M et al., (2006) on how spiritual values and worship attendance relate to psychiatric disorders in the Canadian population; it was found that there existed a relation between worship frequency and depression. It was found that people who were involved in high worship frequency had less depression related disorders. The studies showed the direct relationship between Spiritual Intelligence and stress and anxiety. It also signifies how we can cope with anxiety on incorporating Spiritual Intelligence in our lives hence the buffer role of spiritual Intelligence in overcoming anxiety.

In an article on Religion and Subjective Well Being in Adulthood: A Quantitative Research by Witter et al (1985) a Quantitative research was performed to analyze the relation between religion and Subjective well being in adults. It was found that religion was positively related significantly to subject well being. And the relation was found stronger for religious activity than for religious measures. Danbolt et al., (2011) examined the personal significance of Religiousness and spirituality on patients with Schizophrenia spectrum disorder. It was found that spirituality and religiousness a positive influence on patients ability to cope with their disorders. Neto and Koenig (2006), studied on Religiousness and mental health: A Review. This study found out the relationship between religiosity and mental health. Doostar (2012), measured Spiritual intelligence and surveyed the relationship between spiritual intelligence and organizational citizenship behavior of employees in hospitals and health centers. The author compared the level of Spiritual Intelligence to organizational behavior

of the employee. The study showed a significant relationship between the two.

Anxiety at Work Front

Stress is the manner of reaction of our body to day to day situations which disrupts our day to day working and normal balance in life. Various studies focused on stress at work or job front. Sauter and Murphy (1995), presented a citation on Organizational risk factors for job stress. The study investigated the changing structure of work in society and examined various factors that help in reducing stress. It also pointed out the stressors in high risk jobs and the ways to improve methodology in studying Organizational stress factors. Messersmith, J. Conducted a study on work life conflicts in IT Profession and solutions in the party of organizations the bring work life balance. This study pointed out the challenges faced by the professionals and how the human resources department and help manage this issue. According to the Management Standards (2010), employee stress is an external organization factor or stimulus that causes physical and or emotional or even mental discomfort for an employee in an organization (Management Standards, 2010). Not only employees but the managers also feel stress as individuals.

Objectives of the Present Study

1. To find out the relationship between Spiritual Intelligence and Anxiety.
2. To examine whether Spiritual intelligence will be predict private sector employees Anxiety

Hypotheses

H.1: There will be significant negative relationship between Spiritual Intelligence and Anxiety.

H.2: Spiritual Intelligence will be a significantly accounted for predicting private sector employee's anxiety.

Methods

Research Design

The Descriptive research design has been followed in the present study to examine the relationship between Spiritual Intelligence and Anxiety among private sector employees in NCR Delhi. It has been used because apart from exploring and analyzing the data it also has helped in interpreting it.

Participant

A total of 120 samples were selected from three different private sectors (40 participants from each company). The investigation was held on participants from three Companies in the Private Sector in National Capital Region of Delhi which are as follows: American Express (Gurugram), Genpact (Noida) and ICICI Lombard General Insurance Company limited (New Delhi). The ideographic structure of sample was selected by using convenience sampling technique. It is otherwise known as subjective and selective sampling. Convenience sampling technique is very useful for those situations where the investigator has to reach a target population quickly. Hence, it was used in the following study.

Inclusion and Exclusion Criteria

Inclusion Criteria

1. Only those employees were included who are working in the three different selected private organizations in NCR Delhi (National Capital Region of Delhi).
2. The employees who have fulfilled the age criteria under 22 years to 45 years age range are included.
3. Employees' willingness was a part of inclusion criteria for the present study.

Exclusion Criteria

1. Employees suffering from a history of anxiety disorder, panic attacks, panic disorders etc. were excluded from the study.
2. Employees who are working in private sectors out of NCR Delhi (National Capital Region of Delhi) region were excluded.

Procedure

In order to carry out the research, first the research variables were selected. Since the research was limited to the private sector employees of the demographic area of Delhi, NCR (National Capital Region of Delhi), employees of three private companies were chosen. Before collecting the data, willingness and consent of the participants was sought by briefing them about the purpose of study and ensuring confidentiality. An informed consent Pro-forma was made for the same and signed by the participant. Only after receiving the consent, the questionnaire was distributed and the data was collected.

Research Instruments

Demographic Information Schedule:

The Demographic Information Schedule describes the general characteristics of sample. The information sheet was developed by the researcher to collect background information from the respondents. It enclosed items to seek personal information in the domains like Name, Address, Gender, Age, Language Known, Qualification, Organization Name, Place of Organization, Job Experience, and Marital Status.

Spiritual Intelligence Scale

The scale was developed by Kaur S. It consists of 51 items divided into six areas: Connection with the inner self, Connection with others, Connection with the cosmos, Seeking inner peace, Broadening of vision, Creating abundance. The scale is a Likert type with a five-point scale- ‘always’, ‘often’, ‘sometimes’, ‘occasionally’, ‘never’ with the values 5, 4, 3, 2 and 1 towards positive statements and reverse coding were indicates against the statement 1, 2, 3, 4 and 5. The split-half reliability of the scale is 0.82 and validity is above 0.74.

Comprehensive Anxiety Test

The scale was developed by Sharma, H. et al. (1998). This scale consists of has 90 items. The scale

*Table No 1
Inter Correlation Matrix between Anxiety and Spirituality*

	TotA	CIS	CWO	CWC	SIP	BOV	CA	TotSP
TotA	1	-.305**	-.337**	-.428**	-.385**	-.275**	-.218*	-.480**
CIS		1	.400**	.464**	.387**	.345**	.124	.659**
CWO			1	.476**	.405**	.295**	.158	.711**
CWC				1	.509**	.405**	.291**	.775**
SIP					1	.418**	.342**	.768**
BOV						1	.435**	.671**
CA							1	.510**
SP								1

Note: ** - significant at 0.01 level and * significant at 0.05 level, TotA= Anxiety Total., CIS-Connection With The Inner Self, CWO-Connection With Others, CWC-Connection With Cosmos, SIP-Seeking Inner Peace , BOV-Broadening Of Vision, CA-Creating Abundance.

The obtained r-ratio reveals that the dimensions CIS-Connection With Inner Self(r=-0.305. p<0.01), CWO-Connection With Others(r=-0.337. p<0.01), CWC-Connection With Cosmos(r=-0.428. p<0.01), SIP-Seeking Inner Peace(r=-0.385. p<0.01), BOV-Broadening Of Vision(r=-0.275. p<0.01), CA-Creating Abundance(r=-0.218. p<0.05), and total Spiritual Intelligence (r=-0.480. p<0.01) are

scoring pattern indicates dichotomous format such as “Yes (1)” and “No (0)” responses against statements. The reliability of the scale is 0.94 and the validity is 0.82.

Ethical Principles

In the process of research and data collection, as a researcher it was my duty to treat the participants with care, sensitivity and respect. For this ethics as mentioned in APA were followed. Rapport formation with the subject was done. Participants were made rest assured that confidentiality of both the data and details would be maintained at all cost.

Result Analysis and Discussion

A Correlation Co-Efficient (Pearson Product Moment) between Anxiety and various dimensions of Spiritual Intelligence was found. The obtained correlation co-efficient scores revealed that the various dimensions of Spiritual Intelligence like Connection with Self, Connection with Others, and Connection with Cosmos, Seeking Inner Peace, Broadening of Vision and Creating Abundance are negatively correlated with anxiety. It implies that the participants who scored high on Spiritual Intelligence, scored low on anxiety and vice versa. This is explained using Table No. 1

significantly correlated and negatively related with Anxiety at level of significance for all at 0.01 level except CA which is significant at 0.05 level of significance. This shows that there exists a negative relationship between Anxiety and Spiritual Intelligence.

The Linear hierarchical Regression suggested that various dimensions of Spiritual Intelligence like Connection with Self, Connection with Others, Connection with Cosmos, Seeking Inner Peace, Broadening Of Vision and Creating Abundance are predictive values towards the variable Anxiety. This is explained in the tables, Table No. 2 and Table No. 3 which depicts the Regression model score and

Regression Coefficient Model for outcome variables Spiritual Intelligence and Anxiety. The hierarchical regression statistical technique was used to test the formulated hypothesis 2 says “Spiritual Intelligence

will be a significantly accounted for predicting private sector employee’s anxiety”

Table No. 2
Hierarchical Regression Model Score

Model	R	R ²	Adjusted R ²	Δ R ²	F-ratio	p-value
CIS	.305	.093	.085	.093	12.103**	.001
(+) CWO	.385	.148	.134	.055	7.572**	.007
(+) CWC	.463	.214	.194	.066	9.719**	.002
(+) SIP	.487	.237	.211	.023	3.530 ^{ns}	.063
(+) BOV	.489	.239	.206	.002	0.307 ^{ns}	.580
(+) CA	.492	.242	.202	.002	0.342 ^{ns}	.560

Note- ** - significant at .01 level, * - significant at .05 level ^{ns}- Not significant. CIS-Connection With The Inner Self, CWO-Connection With Others, CWC-Connection With Cosmos, SIP-Seeking Inner Peace, BOV-Broadening Of Vision, CA-Creating Abundance.

The contribution of dimensions Connection with Self, Connection with Others and Connection with Cosmos were found to be statistically significant at 0.01 level. All other dimensions were found to be statistically insignificant.

contributing to 48.7% of total variance in Anxiety and itself contributes to 21.1% of total variance. In the fifth step, the dimension Broadening Of Vision is added to the fourth step. The significant predictor comes out to be R is equal to (.489) and adjusted R 2 is equal to (0.206). It contributes that the dimension Broadening of Vision is contributing to 48.9% of total variance in Anxiety and itself contributes to 20.6% of total variance. In the sixth step, the dimension Creating Awareness is added to the fifth step. The significant predictor comes out to be R is equal to (.492) and adjusted R 2 is equal to (0.202). It contributes that the dimension Creating Awareness is contributing to 49.2% of total variance in Anxiety and itself contributes to 20.2% of total variance.

In the first step, significant predictor comes out to be R is equal to (.305) and adjusted R 2 is equal to (0.085). It contributes that the dimension Connection with Self is contributing to 30.5% of total variance in Anxiety and itself contributes to 8.5% of total variance. In the second step, dimension Connection with Others is added with the first step. The significant predictor comes out to be R is equal to (.385) and adjusted R 2 is equal to (0.134). It contributes that the dimension Connection with Others is contributing to 38.5% of total variance in Anxiety and itself contributes to 13.4% of total variance. In the third step, Connection with Cosmos is added to the second step. The significant predictor comes out to be R is equal to (.463) and adjusted R 2 is equal to (0.194). It contributes that the dimension Connection with Cosmos is contributing to 46.3% of total variance in Anxiety and itself contributes to 19.4% of total variance. In the fourth step, the dimension Seeking Inner Peace is added to the third step. The significant predictor comes out to be R is equal to (.487) and adjusted R 2 is equal to (0.211). It contributes that the dimension Seeking Inner Peace is

The regressions coefficients for predicting degrees of Spiritual Intelligence from various dimensions, Connection with Self, Connection with Others, Connection with Cosmos, Seeking Inner Peace, Broadening Of Vision and Creating Abundance are now discussed. These variables independently explained regression coefficient towards self-concept. The “β” coefficient defines how strongly each predictor variable influence towards criterion variable. The final hierarchical regression model clearly indicates that dimension as shown in the Table No 3.

Table No. 3
Hierarchical Regression Coefficient Model for outcome variables Spiritual Intelligence and Anxiety

Model	Unstandardized Coefficients		Standardized	t-ratio	p-value
	β	Std.error	β Coefficients		
Constant	50.27	5.184		9.699**	.000
CIS	-.566	0.163	-.305	3.479**	.001
(+) CWO	-.347	0.126	-.256	2.752**	.007
(+) CWC	-.505	0.162	-.310	3.117**	.002
(+) SIP	-.259	0.138	-.184	1.879 ^{ns}	.063

(+) BOV	-1.00	0.180	-.052	0.554 ^{ns}	.580
(+) CA	-.129	0.220	-.055	0.585 ^{ns}	.560

Note- ^{**} - Significant at 0.01 level, ^{*} - Significant at 0.05 level, *ns*-Not significant, *CIS*-Connection With The Inner Self, *CWO*-Connection With Others, *CWC*-Connection With Cosmos, *SIP*-Seeking Inner Peace, *BOV*-Broadening Of Vision, *CA*-Creating Abundance.

Connection with Inner Self is a significant negative predictor towards Anxiety as the findings revealed in table no 3 that $\beta = -0.305$, $t = -3.48$, $p = 0.001$ are significant negative predictor towards anxiety. Connection with Others is a significant negative predictor towards Anxiety as the findings reveal $\beta = -0.256$, $t = -2.752$, $p = 0.007$ are significant negative predictor towards anxiety. Connection with Cosmos is a significant negative predictor towards Anxiety as the findings reveal $\beta = -0.310$, $t = -3.117$, $p = 0.002$ are significant negative predictor towards anxiety. Seeking Inner Peace is an insignificant negative predictor towards Anxiety as the findings reveal $\beta = -0.184$, $t = -1.879$, $p = 0.063$ are insignificant negative predictor towards anxiety. Broadening of Vision is an insignificant negative predictor towards Anxiety as the findings reveal $\beta = -0.052$, $t = -0.554$, $p = 0.580$ are insignificant negative predictor towards anxiety. Creating Abundance is an insignificant negative predictor towards Anxiety as the findings reveal $\beta = -0.055$, $t = -0.585$, $p = 0.560$ are insignificant negative predictor towards anxiety.

The result of findings proved that there was a significant difference found between the effects of spiritual intelligence on Anxiety. This could be collaborated with the findings above which pointed towards difference in levels found in Spiritual Intelligence and Anxiety among the employees of private sector. The employees high in Spiritual Intelligence were found to be low in Anxiety.

Discussion

It was anticipated in the hypothesis H1 that there would be a significant negative correlation between the Spiritual Intelligence and Anxiety of the employees of the three organizations. The present study clearly signifies the negative relationship which was found using Pearson Correlation coefficient (Table No1). The obtained correlation co-efficient scores reveals that the various dimensions of Spirituality like: Connection with Self, Connection with Others, Connection with Cosmos, Seeking Inner Peace, Broadening of Vision and Creating Abundance are negatively correlated with anxiety. It implies that the participants who scored high on spirituality, scored low on anxiety and vice versa. The obtained r-ratio reveals that the dimensions CIS-Connection With The Inner

Self($r = -0.305$, $p < 0.01$), CWO-Connection With Others($r = -0.337$, $p < 0.01$), CWC-Connection With Cosmos($r = -0.428$, $p < 0.01$), SIP-Seeking Inner Peace($r = -0.385$, $p < 0.01$), BOV-Broadening Of Vision($r = -0.275$, $p < 0.01$), CA-Creating Abundance($r = -0.218$, $p < 0.05$), and total Spiritual Intelligence ($r = -0.480$, $p < 0.01$) are significantly correlated with Anxiety at level of significance for all at 0.01 level except CA which is significant at 0.05 level of significance. This shows that there exists a negative relationship between Anxiety and Spirituality and thus, H1 is accepted.

This result is consistent with the result of the study conducted by Tabarsa, and Jalaei, (2015), who found a negative correlation between Spiritual Intelligence and Depression. In a study conducted by Baetz, M et al., (2006) on How spiritual values and worship attendance relate to psychiatric disorders in the Canadian population; it was found that there existed a negative relation between worship frequency and depression. It was found that people who were involved in high worship frequency had less depression related disorders. Phillips et al. (2009) worked on incorporating religion and spirituality to improve care for anxiety and depression in older adults; it was suggested that religion/spirituality was negatively linked to improving physical and emotional health.

In the Hypothesis H2, it was anticipated that there would be a significant negative role of Spiritual Intelligence on Anxiety. The present study clearly signifies that all the dimensions of Spiritual Intelligence have predictive values towards the variable Anxiety which can be seen in Table No. 2 and Table No. 3. The above finding also clearly shows that Spiritual Intelligence is a negative predictor of Anxiety. It also clearly shows that Spiritual Intelligence has significant negative role on anxiety on domains like Connection with Inner Self, Connection with Others, Connection with Cosmos significantly negatively predict Anxiety. Connection with Inner Self ($\beta = -0.305$, $t = -3.48$, $p = 0.01$), Connection with Others ($\beta = -0.256$, $t = -2.752$, $p = 0.007$) Connection with Cosmos ($\beta = -0.310$, $t = -3.117$, $p = 0.002$) are significant negative predictor towards anxiety. Seeking Inner Peace is an insignificant negative predictor towards Anxiety as the findings reveal $\beta = -0.184$, $t = -1.879$, $p = 0.063$. Broadening of Vision is an insignificant negative predictor towards Anxiety as the findings reveal $\beta = -0.052$, $t = -0.554$, $p = 0.580$ are insignificant negative predictor towards anxiety. Creating Abundance is an insignificant negative predictor towards Anxiety as the findings reveal $\beta = -0.055$, $t = -0.585$, $p = 0.560$ are insignificant negative predictor towards anxiety. The results found in

the present study are consistent with those found by Witter et al (1985) which found that Spirituality was a positive predictor of subject's well being. This meant that spirituality had a positive role in enhancing the well being of an individual. Similarly, a study conducted by Danbolt et al., (2011) on Significance of spirituality on patients with Schizophrenia spectrum disorder found that Spirituality had a positive influence on patient's ability to cope with their disorders.

The hypothesis H3 which points towards the significant difference between effect of Spiritual intelligence and anxiety stands accepted as the study pointed towards statistically significant levels (below 0.01) of difference between Spiritual Intelligence and anxiety.

Implications of the Study

Spiritual intelligence helps the employees by giving meaningfulness, fairness, care, humility, integrity, honesty, respect, & concern, appreciating others, listening, and reflective practices Reave, (2005). Spiritual Intelligence also helps individuals to stay quiet and calm, even in the times when there is turbulence and give them a feeling of hope, being of service, humility and forgiveness. Kriger and Hanson (1999), it is believed that the work and family life affect person's Spiritual attainment level. Spiritual Intelligence is correlated to job satisfaction, increased joy, life satisfaction, serenity, and commitment Burack (1999). If Spiritual Intelligence is incorporated in the work front, it will play a major role in curbing anxiety which has become quiet prevalent in Indian private organizations, majorly the MNCs. Spiritual intelligence is the ability that the individuals applying order to manifest and attain spiritual resources, values and qualities in a manner so as to enhance their daily functioning and well-being. With this occurring in the workplace, the workplace environment will be much more conducive. People will treat each other well which will enhance the social environment as well. A better working environment will relate to a higher level of productivity. This will result in a better workforce environment. It will also enhance the levels of co-operation, teamwork and interactive skills. A united workforce will help in strengthening the organization and their cohesiveness will increase the level of productivity in the organization. Customers will be happy, which will result in more sales and thus the profits and market growth as well. All this will help the country to progress economically.

Since the present study has found a significant negative relationship between Spiritual Intelligence and Anxiety, it is considered as one of the best coping

mechanism for anxiety. It has been observed that nearly 80% of the employees in private sector are suffering from depression, stress or anxiety. Hence, there is an urgent need to incorporate and lay stress on spiritual intelligence in the employees of private sector organizations which will help in the overall psychological well being of its employees.

CONCLUSION

Spiritual Intelligence helps individuals to stay quiet and calm, even in the times when there is turbulence and give them a feeling of hope, being of service, humility and forgiveness. Kriger and Hanson (1999), it is believed that the work and family life affect person's Spiritual attainment level. Spiritual Intelligence is correlated to job-satisfaction, increased joy, life satisfaction, serenity, and commitment Burack (1999). Spiritual intelligence helps the employees by giving meaningfulness, fairness, care, humility, integrity, honesty, respect, & concern, appreciating others, listening, and reflective practices Reave (2005). If Spiritual Intelligence is incorporated in the work front, it will play a major role in curbing anxiety which has become quiet prevalent in Indian private organizations, majorly the MNCs.

The results of the present study pointed towards negative correlation between the study variables namely, Spiritual Intelligence and Anxiety. This means that with increase in spirituality, Anxiety reduces. It can also be implied that in case there is more anxiety, Spiritual Intelligence will act as a coping mechanism and help lower Anxiety levels. Thus, it becomes imperative to include Spiritual Intelligence as a means of coping mechanism for anxiety in the private sector organizations in Delhi NCR.

Regular practice of solitary activities like meditation, yoga, pranayam etc and other social activities like empathy, compassion, acceptance, social service etc help in enhancing Spiritual Intelligence which will help to lower anxiety which has already been built up. It will also help in preventing further anxiety build up in future. Thus, it will act as a coping mechanism for the private sector employees.

At a time in which organizations are faced with the danger of anxiety, competition, and change than at any other time in history, the need for Spiritual Intelligence is a recurring theme in corporations and businesses. In the 21st century, organizations need to incorporate a set of humanistic and spiritual values into workplaces to enable human hearts, spirits and souls to grow and flourish. Employees and managers increasingly need to reflect on the ways of incorporating Spiritual Intelligence, wisdom, reflection,

inspiration, creativity, and compassion into work. This will help them in overcoming anxiety which will further help them be to more satisfy in their jobs. This will have an effect on increasing productivity and help in development of the nation as a whole.

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