ENHANCING GLOBAL COMPETITIVENESS THROUGH INTEGRATION OF INTELLIGENCE QUOTIENT (IQ), EMOTIONAL QUOTIENT (EQ) AND SPRITUAL QUOTIENT (SQ) : A CASE STUDY AT TATA STEEL

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Abstract: *Management, in the new world order, with globalisation and liberalisation at the helm of affairs, has been very challenging. Every organisation is measured by the value that it possesses and creates while doing business. Proper, efficient and effective resource management is the name of the game in today*"s cut throat competitive environment. *Every organisation has to have a unique cutting edge over its competitor for competitive advantage. A continuous effort to remain unique in every aspect and, foster an organisational climate of innovation, decides the frontrunners. This results in a continuously evolving global competitiveness- optimum utilisation of resources, new product launch, value added services etc. All the resources in an organisation are driven by the most dynamic and complex resource- the human resource. In earlier times, human resources were measured by their IQ. As the complexities in the organisational climate increased, they needed to possess IQ & EQ and now, in the present times, Spiritual Quotient (SQ). This integration brings out a unique skill which not only addresses the human individual difference better, but also provides solace to the depressed, frustrated and the stressed and helps those who have got stuck in an erroneous mindset. This special skill in leaders and employees is catching up because of its positive results and has thus, enhanced the global competitiveness. This paper is a case study on Tata Steel, Jamshedpur, India, aimed to find out whether it has such leaders and employees, whether it has introduced initiatives to build SQ and if so how is it being disseminated and how is it helping the employees. The methodology adopted is that of reference to relevant literature on this specific subject, case study at Tata Steel and primary data through a qualitative survey to assess its effectiveness. From the study it was found that though TSL has leaders and employees with high SQ, TSL has not introduced formal initiatives to build SQ. It was also found that the vehicle for helping build positive attitude and improve the quality of life is KNOWLEDGE MANAGEMENT. However, TSL needs to design appropriate programs to meet the needs of its employees and the organisation. Many other interesting trend in leadership were found through this study.*

Keywords : *IQ, EQ, SQ, TQ, HRM, Global Competitiveness, value creation, innovative strategies*

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INTRODUCTION : With Liberalisation and Globalisation, business dynamics have become more complex. Proper, efficient and effective resource management, improvement and innovation decide the front-runners in today"s cut throat competitive environment. A business entity has to adopt innovative strategies for value creation and management. Innovation may be doing different things and things differently or both. Human Resources drive all the other resources to productivity. It is the most dynamic resource where Input is not equal to Output. And so, Human Resource Management (HRM) has always tried to achieve Output is more than Input position. However, each of this queer resource seeks different things differently at different times. But experienced HR professionals opine that satisfaction of love/care need reduces the fixation to other, especially lower order (Maslow) or maintenance (Herzberg) needs. To be able to expend higher order love and care, an organisation needs to have leaders who are not only high on IQ but also in EQ and SQ, and have the skills to apply it in an integrated form in any given situation. This calls for unwavering intention and integration of Intelligence building into the leadership developmental programs for a start until wholesome programs are developed.

Literature Review

Organisations evolve because of interactions (Kumar C.V. and Sreenath K., eds, 2005). These interactions occur among subordinate, superior, and peers within, and between employees and stakeholders outside the organisation.

For better utilisation of IQ, Daniel Coleman introduced EQ which gives awareness of self and other people"s feelings and enables most appropriate response to situations. Towards the end of twentieth century, Danah Zohar and Ian Marshall, 2000 introduced the concept of Spiritual Intelligence (SI) as the ultimate one. Spirituality comes from the Latin word spiritus meaning "breath of life."

Definitions

Intelligence – Rational Intelligence, Material Capital, 'What I think' function and 'follow rules without feelings' mindset.

"Intelligence is the ability to solve problems or to create products that are valued within one or more cultural settings (Gardner, 1983/2003)

"Intelligence is the aggregate or global capacity of the individual to act purposefully, to think rationally and to deal effectively with his environment" reflects this broader view (Google Search 2009; Wechsler, 1940).

Emotional Intelligence – Emotional Intelligence, Social Capital, 'What Ifeel' function and 'Judge and behave accordingly' mindset.

"Refers to the capacity for recognising our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships." (Daniel Goleman, 1998)

"Ability to monitor one"s own and others" feelings and emotions, to discriminate among them and to use this information to guide one"s own thinking and actions" (Salovey and Mayer, 1990)

An organisation needs to have leaders who are not only high on IQ but also in EQ and SQ, and have the skills to apply it in an integrated form in any given situation.

Spiritual Intelligence – Spiritual Intelligence, Spiritual Capital, 'What I am' function and 'Question and change' mindset.

"means the intelligence with which we address and solve problems of meaning and value, the intelligence with which we can place our actions and our lives in a wider, richer, meaning-giving context, the intelligence with which we can assess that one course of action or one life-path is more meaningful than another." (Danah Zohar and Ian Marshall, 2000).

The seven steps to achieve SQ are become aware of where one is now, feel strongly to change, reflect on one"s deepest motivations, discover and dissolve obstacles, explore all possibilities to go forward, commit to a path and remain aware that there are many paths.

Integration of IQ, EQ and SQ

It is human being alone who can possess and apply SQ along with IQ and EQ. The High performance pyramid of Loehr J. and Schwartz T. (2001) advocates that all four capacities-Physical, Emotional, Mental and Spiritual- should work together. The six paths to achieve SQ are path of duty, nurturing, knowledge, personal transformation, brotherhood and servant leadership. The seven steps to achieve SQ are become aware of where one is now, feel strongly to change, reflect on one"s deepest motivations, discover and dissolve obstacles, explore all possibilities to go forward, commit to a path and remain aware that there are many paths.

An individual in Junior Management level can manage with high IQ and lower EQ and SQ, but as he moves up the ladder, it is imperative that he improves his EQ and SQ substantially to be able to manage teams and lead them to achieve the organisational and individual goals. Do the employees of an organisation think so?

One of the best organisations for such a study is Tata Steel, the 8th largest steel producer of the world and the first in India to have established a Personnel Department in 1947 This study is aimed to find out the behavioural traits of leaders and role models in TSL and whether SQ building is a part of their developmental activities? What do the Giant"s „Eyes" see and „Heart" feel?

Tata Steel - The Giant

TISCO, rechristened Tata Steel Ltd. (TSL) from 1st April 2005, just over hundred years old, is the crown of Tata Group, one of the oldest companies of India and the first integrated steel plant in Asia. It has emerged a winner in spite of several adversaries. Its technology today is globopolitan", processes are highly qualityconscious, its systems flow uninterruptedly and it has a loyal, committed and even generations of knowledge force. In the new world order it is a difficult game for Tata Steel as it has to excel inspite of its exemplary values, high ethical standards and detailed systems and processes. The consolidation of top ten steel industries is given below :-

15 IL positions were restructured to 5 in 2001. In 2008, further restructuring was done and an IL 6 position was created. The strength of officers is 4372. The 6 Impact Levels (IL) are designated in descending order as Assistant Manager, Manager, Senior Manager, Head, Chief and Vice President. Personnel Department became Human Resources division in 2001. In 2004-05, in line with the company"s growth and globalisation plans, two divisions were created – Human Resources (HR) for officers and Industrial Relations (IR) for unionised employees. The broad HR functions are

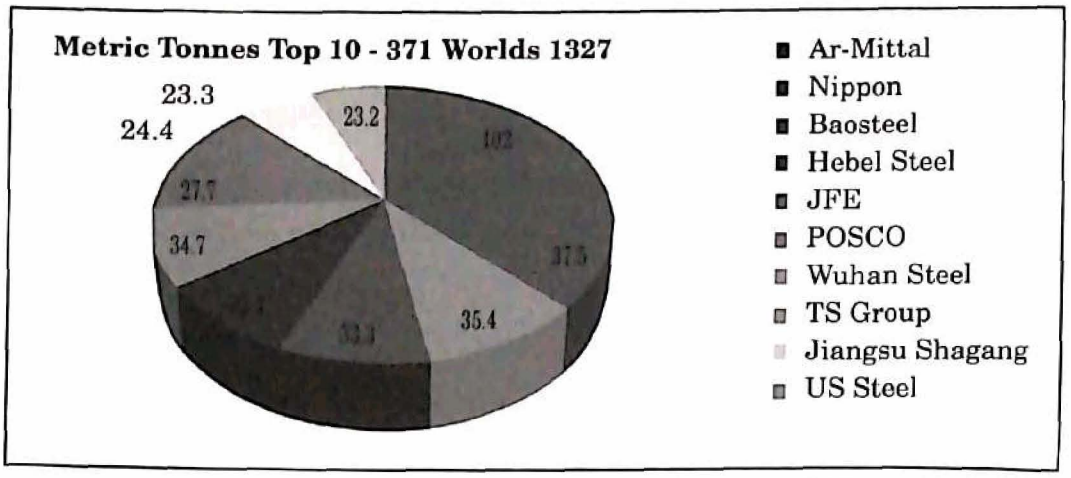


Fig 1 : Top Ten Steel Industry Consolidation 2008

Table 2 - HR Objectives of various Policies

Sl. No.	Policy	Objective
1.	Group Vision	Value creation and corporate citizenship through the people, by fostering team work, nurturing talent, enhancing leaders hip capability and acting with pace, pride and passion.
2.	Group	Effective utilization of staff and Materials.
3.	TSL Values	Integrity, Respect for individual, Credibility & Excellence.
4.	Goals 2012	Value Creation, Safety, Environment & Employer of Choice
5.	HR Policy	people are the primary source of its competitiveness; equalemploymentopportunities; enrich quality of life, develop potential and maximize productivity; transparency, fairness and equity in all its dealings with its employees; foster a climate of openness, mutual trust and team work.
6.	TQM Objectives	Attraction of Talent, Retention of high Performers &
7.	Consultant's Report	Developing people to take up leadership positions

Talent Management (Manpower Planning, Recruitment, Career Planning, Performance Management System), Leadership Development & Succession Planning, Learning & Development, Compensation & Benefits, HR Services and Continuous Improvement. The broad IR functions are Organisation Design, Recruitment, Employee development, Wage design, management of Industrial Relations, Managing Seperation, Liason with government agencies and continuous improvement. HR objectives in various

Value creation and corporate citizenship through the people, by fostering team work, nurturing talent, enhancing leaders hip capability and acting with pace, pride and passion.

policies in TSL are given in Table 2 below :-

Research Questions and Methodology

1. Whether Tata Steel has leaders and employees with high SQ – A questionnaire to officer (IL3 to IL 6)
2. Whether it has introduced initiatives to build SQ – Discussions with HR Officers. If YES,

a. How is it being disseminated – Discussions with the HR Officers

b. How is it helping the employees – Questionnaire to employees who have attended the program?

Discussions – People's Voice

Research Question 1

To track down whether Tata Steel has leaders and employees with high SQ, officers from IL 6 to IL 3 were given a questionnaire to respond to questions having various behavioural traits of SI, EI and IQ. The twelve indicators of SQ by Danah Zohar are Self Awareness, Compassion, Vision and value led, Humility, Positive use of Adversity, Holism, Spontaneity, Field Independence, celebration of diversity, Tendency to ask why, ability to reframe and sence of vocation. The sample size was 114 and Data Analysis (DA) of their response is as under:

1. The degree in which the bosses in TSL possess the listed behavioural traits is as under :

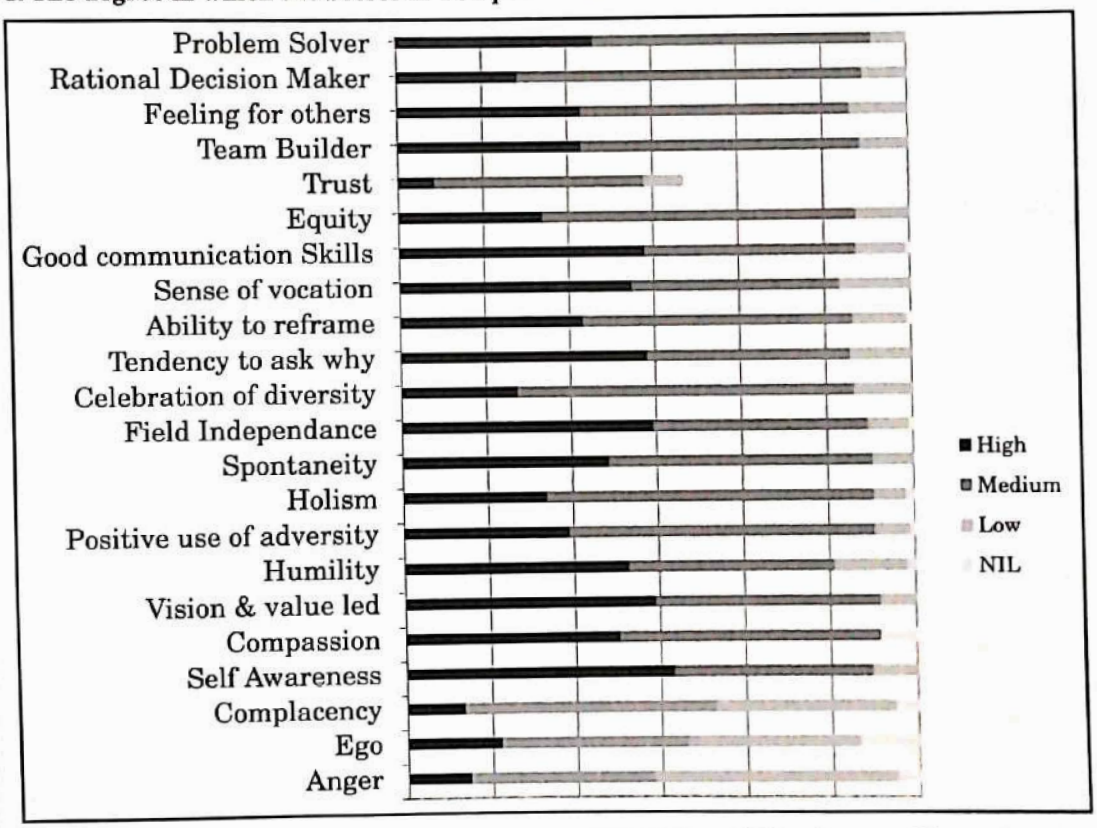


Fig 2 : Percentage of response for importance of IQ, EQ and SQ to be an effective leader.

Table 3: Degree in which traits are possessed by leaders in TSL

Sr. No.	Degree Highest Score	High	Medium	Low
1	NEGATIVE TRAITS	----------	Ego Complacency	Anger
2	SQ TRAITS	Self Awareness Vision & Value led Humility Field Independence Tendency to ask why Sense of vocation	Compassion Positive use of Adversity Holism Spontaneity Celebration of diversity Ability to reframe	-------
3	EQ TRAITS	Communication Skills Trust	Equity Team Builder Feeling for others Rational Decision Maker Problem Solver	-------

Data Analysis –

1. Leaders do possess Ego and Complacency in medium degree but 'Anger' trait is low. Out of the three negative traits, Ego was found to be most absent among the leaders. Priority would have to be given to bring down complacency from medium to nil urgently.
2. Out of 12 SQ traits, 6 scored medium and 6 scored high. The traits which scored high are those which are self oriented whereas those 6 which scored medium are more required to manage teams and targets. Priority would have to be given to develop these 6 SQ traits into high.
3. Out of 7 EQ traits 2 i.e. Communication skills and trust, have scored high. However, these two would serve better purpose only when the other five EQ traits match them. If TSL leaders become high on Team building. Feeling for others, rational decision making and problem solving, TSL's path to Number One position would become flower-laid.
4. Thus, TSL leaders are medium in the most important traits of EQ and SQ.

2. The TSL officer"s opinion on the necessity of IQ, EQ and SQ to be an effective leader is as below:

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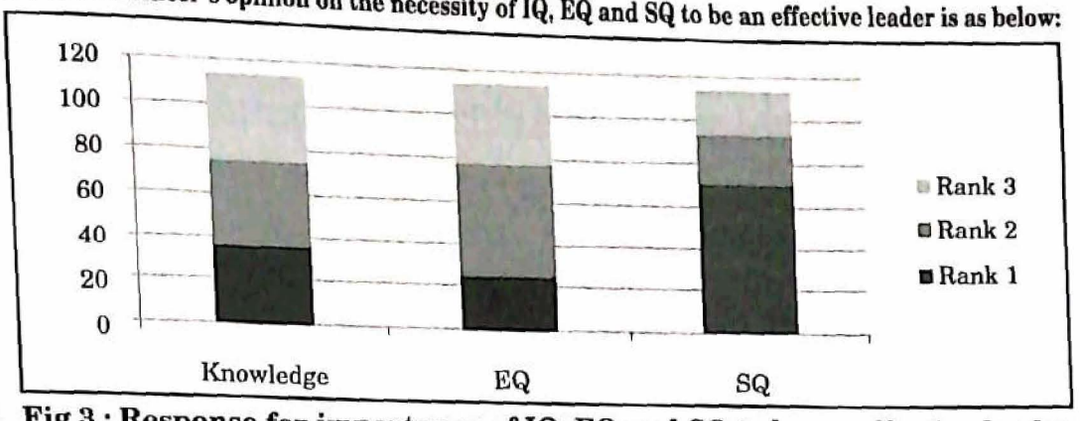


Fig 3 : Response for importance of IQ, EQ and SQ to be an effective leader.

Table 4 : Maximum score in the Rank by SQ, EQ and IQ

Sr. No.	Ranks	Highest score in the Rank - Winner
1	Rank 1	SQ
2	Rank 2	EQ
3	Rank 3	Knowledge

Data Analysis –

1. The Officers of TSL opine that to be an effective leader Spiritual Quotient is extremely and most necessary, followed by EQ and then Knowledge.
2. However, in DA 1.4 above the leaders are not found high in the important traits of EQ and SQ.
3. The question asked to respondents was when a mistake is committed, your boss

a) Protects you, analyses and discusses the learning with the team, amends the systems and processes to ensure that no one gets to repeat such mistake

b) Listens to your side of the story, is compassionate, explains your mistake and reports the matter in understanding with the whole situation

c) Gets angry, addresses the mistake against the set systems and processes and recommends action according to the laid down rules.

d) Gets too angry and reports to everyone possible about your mistake

The response is as below.

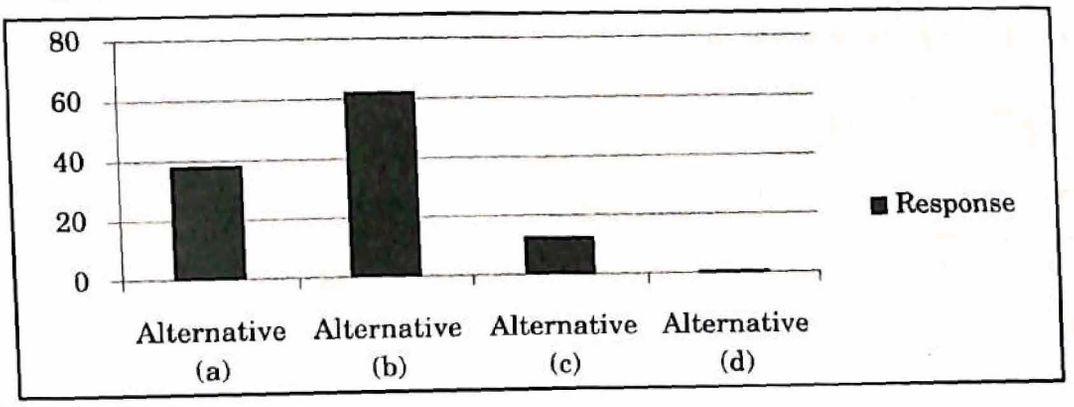


Fig 4: Percentage of response for behaviour of boss when a mistake is committed.

Table 5: Percentage of Response for Alternative (a), (b), (c) and (d)

Sr. No.	Alternative	Percentage of Response
1	(a)	33
2	(b)	62
3	(c)	13
4	(d)	01

Data Analysis –

1 When a mistake is committed, leaders/bosses were found to behave as a high EQ leader would do. However, there was good number of leaders who behaved like leaders with high SQ also.

2. Anger was again found to be low in the leader's behaviour and so the responses over the questions are found to be consistent.

4. The ranking of rapport shared by the respondents with the boss, peers, subordinates and non-officers was ranked as under:

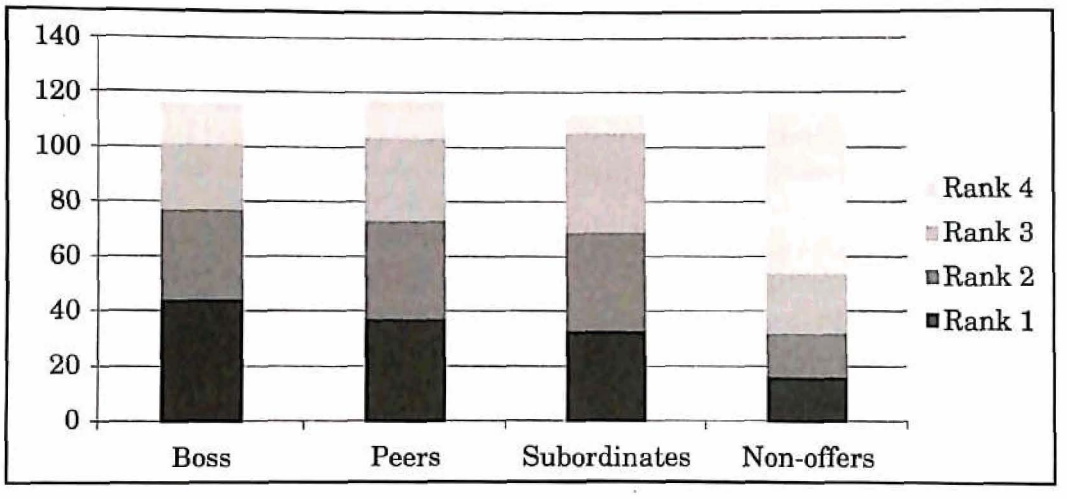


Fig 5: Response for rapport shared with boss, peers, subordinates and non-officers

Table 6: Maximum score in the Rank by Boss, Peers, Subordinates and Non-officers

Sr. No.	Ranks	Highest score in the Rank - Winner
1	Rank 1	Boss and Peers
2	Rank 2	Subordinates
3	Rank 3	Non-officers
4	Rank 4	Vacant

Data Analysis –

1. There is a tie-up for Rank 1 between Boss and Peers for best rapport.
2. Peers have scored almost the same for Rank 1 and 2.
3. Rapport with subordinate doesn't is not found to be strong and in focus thus, indicating weaker team-work.

5. Number of persons- role models- from within TSL who have influenced the respondents

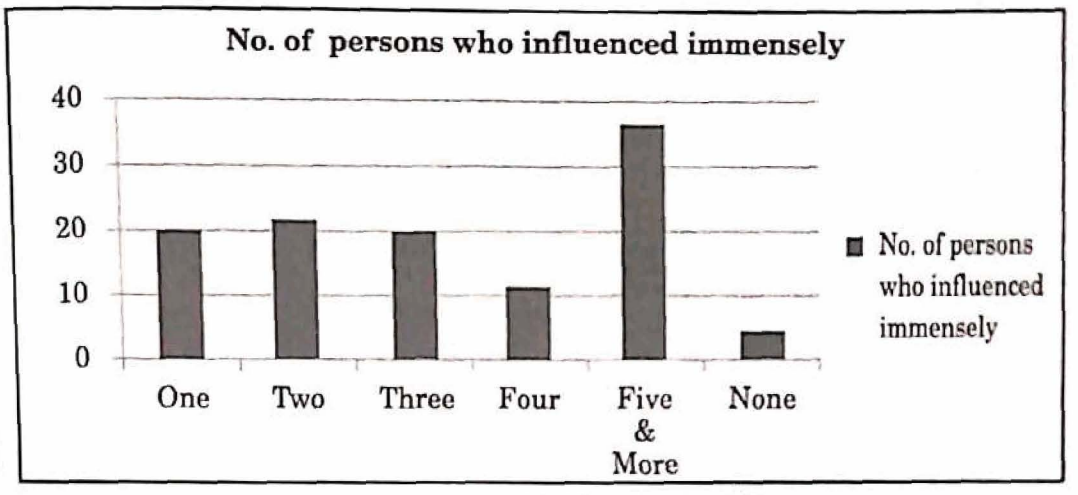


Fig 6: Response on number of persons who immensely influenced the respondent.

Data Analysis –

1. Considerable number of respondents, some having been in TSL for quite some time, said that they were not influenced by anyone in TSL which is slightly surprising.
2. More numbers of respondents were influenced by 5 and more persons.
3. Equal numbers of respondents were influenced by one, two and three persons.

6. One person within TSL who has profoundly influenced the respondent in all aspects

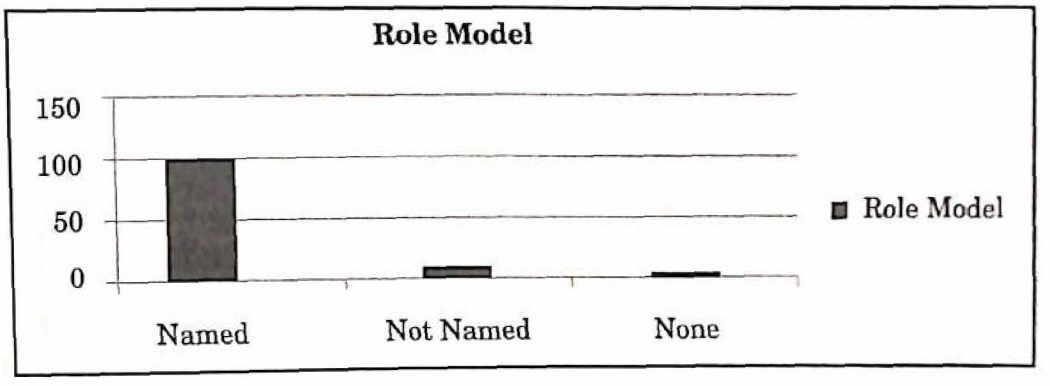


Fig 7: Name of the Role Model

Data Analysis –

1. 87% were comfortable naming the Role Model. However, many of them named their departmental or division head as the role model.
2. 9% were not comfortable naming their Role Model but filled in the traits that the rolemodel possessed.
3. 4% of the respondents did not have any role model within TSL which is slightly surprising.

7. Degree in which the role model posses the listed 36 behavioural traits – Fig 8 & 9

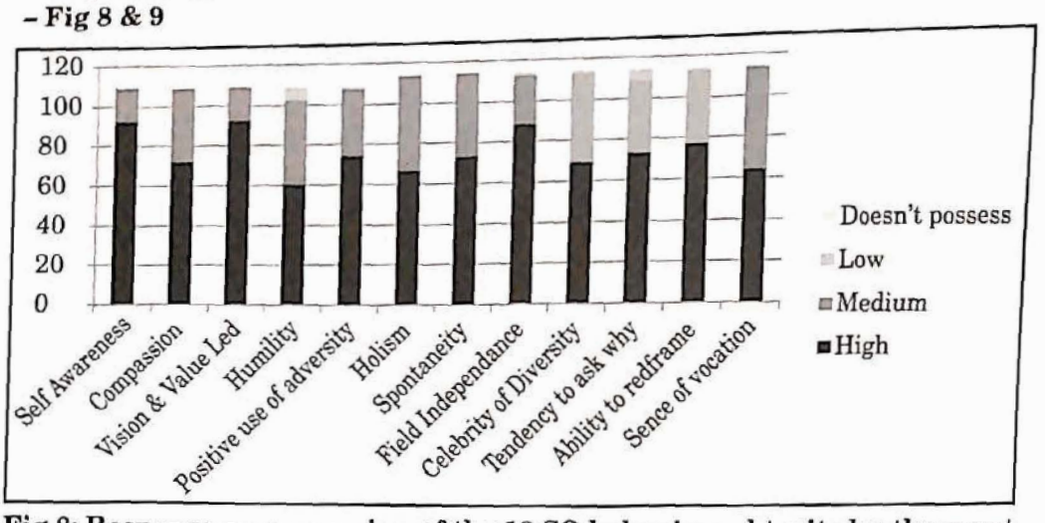
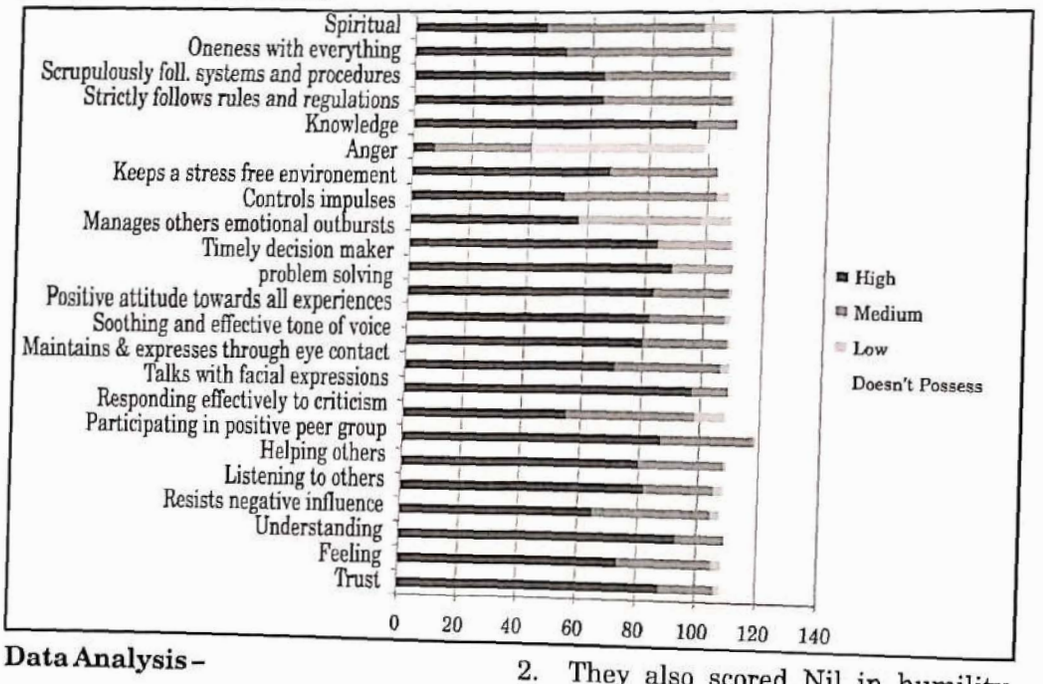


Fig 8: Response on possession of the 12 SQ behavioural traits by the most influential Role Model



Data Analysis –

1. The Role Models scored high and medium in the 12 SQ traits.
2. They also scored Nil in humility, Tendency to ask why and spiritual.

Fig 9: Response on possession of EQ and IQ behavioural traits by the mos influential Role Model

Data Analysis –

1. The Role Models scored high or medium on EQ and IQ traits.
2. The negative trait 'Anger' was found to be low in the role models.

8. Degree in which the respondent opine that a leader should possess the listed 36 behavioural traits.

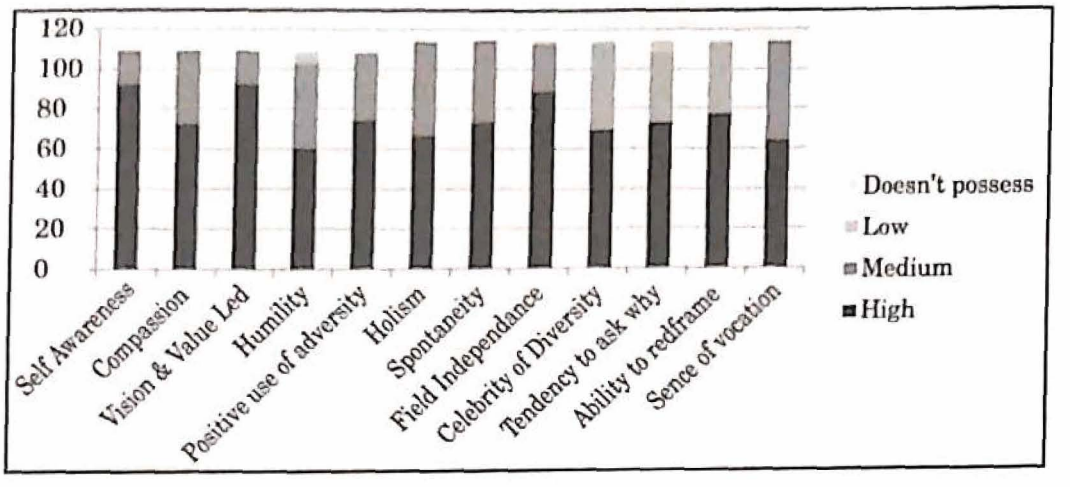


Fig 10: Response on necessity to possess the 12 SQ behavioural traits by a Leader

Data Analysis –

1. The Respondents opined that a leader should possess high SQ traits. Even medium was acceptable. But low and nil were not acceptable except in the case of 'Humility', 'Celebration of diversity' and 'Tendency to ask why'.
2. 'Vision and value led' and 'Self Awareness' were most required as per their opinion.

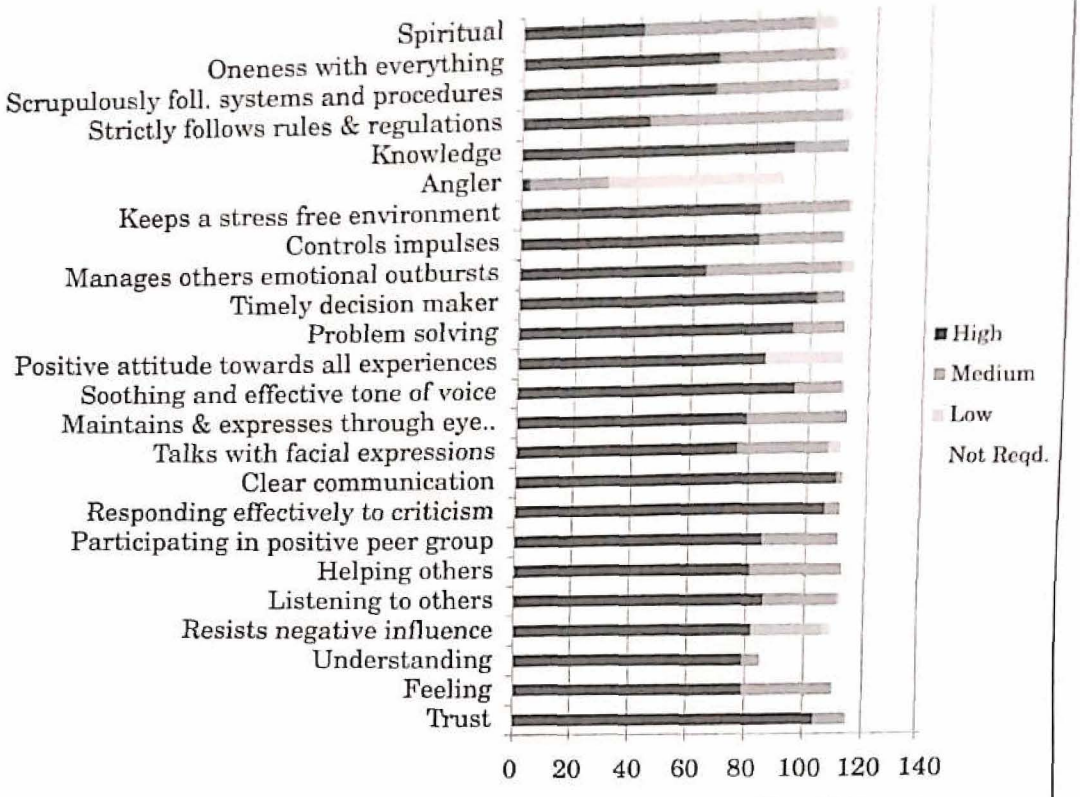


Fig 11: Response on necessity to possess EQ and IQ behavioural traits by a Leader

Data Analysis –

1. The Respondents opined that a leader should possess high or medium EI and IQ traits. Even medium was acceptable. But low and nil were not acceptable in most traits.
2. The negative trait 'Anger' should be low in degree in the leaders as per their opinion.

9. Which alternative is SQ as per the respondents understanding

a) A state where one understands others feelings and considers everything in the light of the situation

b) A state where one is aware of self and others is absolutely positive about every experience and believes in the theory of oneness of all beings.

c) When one is absolutely God-fearing and follows all the rituals laid down in the religion.

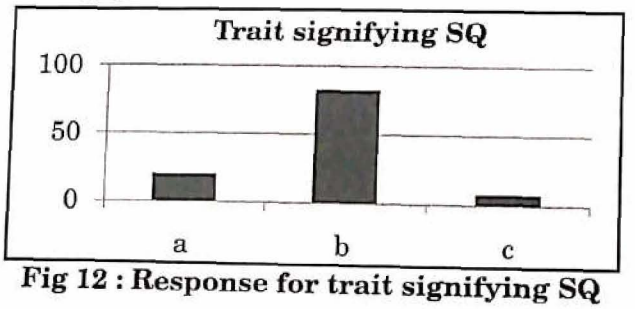


Fig 12 : Response for trait signifying SQ

Data Analysis –

1. Most of the respondents correctly opined (b) to be the trait signifying SQ.
2. Some of them opined EQ trait to be SQ trait.
3. Most of the respondents understand the EQ and SQ as they mean.
4. However, employees will need better understanding of the concepts and traits.

10. What attracts Steel People to TSL?

Table 7 : Tata Steel - Attraction Index – Steel People say

- Freedom of expression and career opportunities
- Ethical values
- Trust
- Competitiveness
- Innovation
- Respect for individuals
- Learning opportunities
- Brand image
- Experienced leaders
- Safety
- TransparencyEmpowerment fairness
- Corporate Social Responsibilities
- Work Environment
- Company history
- Attractive policies
- Performance culture
- Stability
- Values
- Care for people

HIGH CONCERN HIGH IMPACT

- Global benchmarking
- Growth projects
- Leadership Development
- Globalization and managing challenges
- Products Innovation
- Raw material security for sustainable development
- Capability building
- Productivity

HIGH CONCERN LOW IMPACT

- Cooperation from govt agencies
- Bureaucracy
- Systems and processes
- Standard Operating Procedure
- Institutionalization of VMV to bottom level
- Sustainability
- Managing Performance
- Work life balance
- Focus on delivery

HIGH IMPACT LOW CONCERN

- Goal orientation, means
- Talent Retention
- Manpower quality
- Create benchmark
- Managing political environment
- Union activities
- Employee morale
- Delay in decision
- Quick strategic decision
- Ethics

LOW CONCERN LOW IMPACT

Balancing CSR and Profitability

Compensation

Behavioural professionalism

Modernization

Cultural integration Ethics Vs Economics

Fig. 13: CONCERN - IMPACT INDEX – STEEL SPEAK ON FUTURE CHALLENGES

Analysis of Dilemma

It is found that on one hand certain factors attract employees to TSL and on the other hand the same factors pose dilemmas for the organisation. A list is given below:

- Leadership development – current vs. future needs
- Global competitiveness – competition from local and multinational players
- Integration of multi-dimensional cultures – Tata Steel going global
- Ethical values vs. business economics - principles vs. profitability

- Product innovation – retaining leadership in existing products vs. developing newproducts.
- Global benchmarking – benchmarking globally vs. creating own benchmark
- Strategic decision making – speed vs. Quality

Research Q 2

To track down whether Tata Steel has introduced initiatives to build SQ, if yes how is it disseminated and how it helping the employees, discussions with the HR officers was held and it was found that TSL has not introduced any formal initiatives to build SQ. However, through KM function, initiatives are taken by inviting Senior Management officials perceived to possess high SQ, to speak to Middle and Senior Management officials. "Living Life Happily" is one such effort for its employees and their spouses. A questionnaire was given to 21 officers who attended this program. 11 responses were received and after Data Analysis (DA) the following were the findings:

1. 60% opined the program was highly beneficial.
2. Though it was a program meant to be attended with spouse, only 10% attended it with their spouse.
3. After attending the program, they were able to look at situations in a positive perspective. However, they felt a need for the program to be designed properly to make it more effective and beneficial for the organisation.
4. 70% opined that such programs should form a part of the annual HRD initiatives for all employees.
5. 50% felt that this program would increase the positive energy levels, improve work culture and the overall quality of life of officers and in case of workers even productivity.
6. Suggestions for organisational measures to make the employees of TSL a greater strength, than it is now, were called which are as under:-

a) Create promotional avenues to avoid stagnation

b) KRAs should be laid down without overlapping

c) Exposure to quality external behavioural workshops

d) Help to become better human beings

e) Greater respect for individuals

f) Trickling down of the bigger objective of the company

g) Family oriented programs

h) Reward for performance based on team work

i) A better work life balance.

Through KM function, initiatives are taken by inviting Senior Management officials perceived to possess high SQ, to speak to Middle and Senior Management officials. „Living Life Happily" is one such effort for its employees and their spouses.

Findings

1. Yes, TSL has leaders and employees with high SQ.
2. No, TSL has not introduced formal initiatives to build SQ. However, through KM function, initiatives are taken by inviting Senior Management officials perceived to possess high SQ, to share with officers. „Living Life Happily" is one such effort for its employees and their spouses.

a) The vehicle for helping build positive

attitude and improve the quality of life is KNOWLEDGE MANAGEMENT.

b) It is found that such programs have helped employees in positive thinking. However, the initiative is too small for a measure. A program needs to be designed appropriately to meet the needs of its employees. Many other interesting finding in the trend of leadership.

Limitations –

The study would have brought out further dimensions if sample from only IL3 and IL 4 could have been taken. However, due to limited time, the response from this group was very small for data analysis.

Conclusion

Tata Steel has been a fighter all through. Its workforce is its strength. Equipping this workforce with the accepted intelligences is the need of the hour more so because most aspects of a business are imitable but a dynamic human resource undoubtedly gives the competitive edge. By initiating intelligence building efforts of higher order, it will not only enable them to play effectively the modern competitive roles but also help them ward off negative energies so as to bring about a sense of oneness of existence with the organisation.

As Mahatma Gandhi has said, "Service which is rendered without joy helps neither the one who serves nor the served, but all pleasures and possessions pale into nothingness before service which is rendered in a spirit of joy". In the present competitive environment it is necessary on the part of Tata Steel to equip its loyal and highly committed employees, with acquirable intelligence such as rational, emotional as well as spiritual intelligence, and transform them into the greatest unique strength of the company. This will ensure achievement of its vision, mission, goals and objectives all of which aspire for leadership development. So, to take what Kenneth E. Clark and Miriam B. Clark (1990) have said, a little further, if employees do not prepare for positions of leadership, the organisation will suffer, and if the organisation doesn"t strategise to develop its employees into leaders at all levels, the society will suffer. Every Manager has a leadership role to play, and hence, no employee can be excluded from leadership development program and succession planning efforts. The challenges that stare at Tata Steel can best be overcome by sustainable development of the employees. Apart from specific findings we can generalise as under:

1. **KNOWLEDGE MANAGEMENT** (KM) function is a good vehicle of building SQ, EQ and IQ.

2. Through an individual effort by the then Head- Technical Education at Shavak Nanavati Technical Institute (SNTI), Jamshedpur, 2862 employees were shown how to think positive through developmental program called „Life Positive" and „Positive Thinking and your Work" a few years back, due credit goes to the organisation for never having discouraged this initiative. Not discouraging positive efforts make a big difference to the total effort.

3. Leadership Development and Succession Planning has been initiated in TSL and is proposed to extend to all levels. Leadership

Every Manager has a leadership role to play, and hence, no employee can be excluded from leadership development program and succession planning efforts.

Development and Succession Planning should cover all levels in an organisation in a chain from bottom to top.

4. Employees understand the role of EQ and SQ in effective leadership and think it necessary to be a part of HRD initiatives.

5. EQ and SQ are important skills for effectiveness at all levels. Similarly, EQ and SQ is necessary in leaders in all organisations- big or small.

6. SQ can be built and preserved only in an environment of spirituality. Hence, SI should simultaneously target organisation culture raising it into a spiritual organisation, so as to make it easier for EQ and SQ building efforts to become effective.

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