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The influence of leaders' spiritual and emotional intelligence on job crafting

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Abstract. *Purpose*. The job crafting is a worker's action to reorganize their tasks to make sense. However, when the worker perceives his leader as spiritually and emotional intelligent, he promotes greater autonomy for this action. Therefore, the objective of this research is to verify the influence of leaders' emotional and spiritual intelligence on team performance through the job crafting. *Methodology*. To measure this phenomenon, a quantitative survey was carried out. The scales used are: Leader Spiritual Intelligence Scale and Leader Emotional Intelligence Scale (adapted to measure leaders' intelligence) and Job Crafting Scale. The sample is made up of hospital workers (Brazil, N = 212 and Portugal, N = 222). *Findings*. The results revealed internal consistency of the scales; the hierarchical association model corresponded to the theoretical and empirical perspective; Brazilian professionals had higher scores. The intelligences regarding the cause of the job crafting propose a productive perspective in the behaviour of their teams. *Originality*. It is the first time that used an adapted scale about spiritual intelligence and emotional intelligence to measure leadership.

Keywords: spiritual intelligence; emotional intelligence; job crafting; leadership.

Introduction

Workers in hospital organisations are in a naturally stressful environment, living daily with the pain and suffering of people directly or indirectly. Thus, health workers are called upon to use their internal emotional resources to deal with the challenges that the profession presents (Fidelis et al., 2021). Positive psychology studies bring a contribution to this field of research because they highlight the potential of the human being to deal with the reality of the facts in a healthier and more balanced way (Snyder et al., 2009). This article presents the constructs of positive psychology applied to work in the hospital context. An explanatory model is proposed and empirically tested with the factors emotional intelligence, spiritual intelligence and job crafting in hospital companies in Brazil and Portugal.

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Emotional intelligence (EI) and Spiritual Intelligence (SI) are part of the study of positive human behaviour. Being intelligence has the characteristic of being a cognitive process. This process involves the complex action of thinking to perceive reality, solve problems and make decisions (Emmons, 2000; Geisinger, 2019; O'neil, 2012). Both emotional intelligence and spiritual intelligence are characterised by a mental performance and not an isolated behaviour. A mental performance requires a set of skills processed by the human intellect to express itself by a broad repertoire of responses and attitudes (Fidelis et al., 2023).

This repertoire influences the way of acting, thinking and relating to the multiple issues of everyday life such as work, family and society. This "modus operandi" is perceived by others and can influence people's behaviour, especially those who are in leadership positions and led. This study aims to verify how much the emotional and spiritual intelligence of a leader influences the behaviour of his followers. In the aspect of those led, the Job Crafting construct is worked on. This theory has conceptual affinity with the two intelligences. Its arguments are based on the degree of autonomy of a worker to perform their activities respecting their personal principles and values.

To achieve this objective, a quantitative study of a descriptive nature was undertaken with hospital health professionals in two different cultures, namely Brazil and Portugal. The choice of this group of workers is justified because these professionals deal daily with limiting situations such as the maintenance of life, death and illness, requiring both leaders and those led to make decisions in the face of stressful situations (Pinna, Chiappa, 2018).

This study proposes a conceptual model unpublished in the scientific literature (so far), bringing together the constructs EI, SI and JC. It also presents the EI and SI scales in the leader version. These scales were adapted so that the worker could assess the emotional and spiritual intelligences of their leaders. The empirical data show a relationship of influence of the leaders' intelligences on their teams, indicating the relevance of this capacity for the positive result of the workers' action in health organizations.

The relationship of influence between the construct's emotional intelligence and spiritual intelligence was investigated in scientific works, confirming a significant and positive relationship between these two types of intelligence (Gorji et al., 2017; Kaur et al., 2013; Kaur et al., 2015; King et al., 2012). However, the most relevant study is the work of D. B. King with colleagues (King, Mara, Decicco 2012). These authors compared the SISRI scale, which measures SI, with the EI scales most commonly used in academia. The empirical results pointed out that there is a complementary relationship between these intelligences, confirming the theoretical position of D. Zohar and I. Marshall that rational, emotional and spiritual intelligences are interconnected in which one depends on the other to develop and manifest itself (Zohar, Marshall, 2000).

The expressions of emotional and spiritual intelligences are manifested through the behaviours of individuals in the generation of attitudes that create positive value, both in the individual context and in the work context. Turning to organisations, the area of work becomes an opportunity for subjects to generate value, create meaning and purpose in their actions. This dimension of meaning and significance at work is the focus of the study of job crafting.

Job crafting is an informal process of workers to change and reshape their functions, broadening their work performance boundaries in physical (temporal and organic), psychological (emotional and cognitive) and social (relational) aspects (Tims et al., 2016; Zhang, Parker, 2019). The seminal authors of this theory reinforce that the action of job crafting gives subjects the opportunity to reorganise their tasks in a way that they can establish and/or confirm a personal identity with greater positive meaning (Devotto, Machado, 2017; Wrzesniewski, Dutton, 2001). This occurs when the worker recognises in their work activities the opportunity to create 'meaning' and 'purpose' in their tasks, either by building relationships with others, or for the benefit of the family, society or the environment (Rego, Cunha, 2010; Slemp, Vella-Brodrick, 2013; Zhang, Parker, 2019; Zsolnai, Illes, 2017).

However, job crafting develops best in organizational environments that promote the autonomy of its workers (Kim, Beehr, 2018; Tims et al., 2016; Wrzesniewski, Dutton, 2001). The leader must stimulate attitudes of autonomy, motivating their subordinates to act within their personal principles and values, achieving a personal purpose and meaning in the tasks performed daily (Grant et al., 2014). Leaders with emotional intelligence display empathetic behaviours, emotional maturity and effective communication, motivating their teams to positive emotional attitudes with a consequent increase in commitment to work and work performance (Samul, 2020; Stoller, 2020).

Spiritual intelligence is a cognitive ability to reorient life in the search for purpose and meaning, recognising in others the right to also seek a meaningful life. In this way, this study aims to verify the interdependent relationship between the constructs of leader's spiritual intelligence, emotional intelligence and job crafting in Brazilian and Portuguese workers in hospital units.

Method

The objective of this study is to verify how much the emotional and spiritual intelligence of a leader influences the behaviour of his or her subordinates, specifically, in the job crafting. To better achieve this, a quantitative approach methodology was used, of the descriptive, exploratory and correlational type. The sample profile is of health workers from two countries: Brazil (N = 212) and Portugal (N = 222) with a total of 434 respondents. The research instrument presents demographic data and three measurement scales namely: the Leader Spiritual Intelligence Scale, the Leader Emotional Intelligence Scale, and the Job Crafting Questionary.

Leader Spiritual Intelligence Scale

Leader Spiritual Intelligence Scale (LSIS) this is a scale adapted from the SISRI-24 instrument to measure the leader's SI from the perspective of the team (King, Decicco, 2009). Like the original, this scale has 24 statements, distributed in four factors: Critical existential thinking (CET); Personal meaning production (PMS); Transcendental awareness (PA); Conscious state expansion (CSE). The study developed by A. C. F. Fidelis, N. S. Formiga, and A. J. Fernandes with Brazilian and Portuguese workers pointed out that the LSIS scale is an adequate instrument to measure the perception of teams about the spiritual intelligence of their leader (Fidelis, Formiga, Fernandes, 2023).

Leader Emotional Intelligence Scale

Leader Emotional Intelligence Scale (LEIS) the Emotional Intelligence scale developed by A. Rego and C. Fernandes was adapted to measure the leader's EI from the point of view of their team (Rego, Fernandes, 2005). With 23 questions, it has six factors: understanding of own emotions (comp. emo.pro); self-control in the face of criticism (self-control); self-encouragement (self-encourage); emotional self-control (self.emo); empathy and understanding of the emotions of others (comp.emo. other). Minor semantic changes were made to adapt to the Brazilian spelling. To make the respondent think about the spiritual intelligence and emotional intelligence of their leader, the expressions "your leader acts / thinks / demonstrates reflecting on ..." were added to the beginning of the sentences of the questionnaires of both instruments that measure the leader's intelligence.

Job Crafting Questionnaire

Job Crafting Questionnaire (JCQ) it measures the action of modelling and adapting the activities carried out by the worker in their job (Slemp, Vella-Brodrick, 2013). It is a Likert scale made up of 15 statements divided into three dimensions, i.e. task crafting, relational crafting and cognitive crafting. The original scale has undergone minor semantic changes for Portuguese.

Data analysis

We considered a 95% probability ($p < 0.05$), magnitude of the sample effect ($r \geq 0.50$) and a hypothesised power standard ($\pi \geq 0.80$), as established (Faul et al., 2007). Based on these criteria,

the statistical indicators regarding the selected sample quality were as follows: Ntotal = $t > 1.98$; $\pi > 1.00$, N1Brazil = $t > 1.98$; $\pi > 0.99$ and N2Portugal = $t > 1.98$; $\pi > 0.98$, all with a p-value of 0.01; a condition that indicates that this sample is sufficient for this research. To tabulate the data and perform descriptive statistical analyses (mean and standard deviation, median), Pearson's correlation, Student's *t*-test, Cronbach's alpha and analysis of variance (ANOVA), the SPSSWIN statistical package version 25.0 was used (Dancey, Reidy, 2018).

To achieve psychometric indicators that measure a scale more accurately and precisely and that allow a theoretical model to be drawn from the data studied, the AMOS 24.0 programme was used to perform the confirmatory factor analysis of the scale. The covariance matrix was taken as input and the ML (maximum likelihood) estimator was adopted. Being a more judicious and rigorous type of statistical analysis, the theoretical structure proposed in this study was tested: that is, the structure with a single factor. This analysis presents some indices that allow assessing the quality of fit of the data to the proposed model (Marôco, 2014; Lattin et al., 2011). The indicators used are: (χ^2 Chi-Square), Goodness-of-Fit Index (GFI) and the Adjusted Goodness-of-Fit Index (AGFI), Root-Mean-Square Error of Approximation (RMSEA), Comparative Fit Index (CFI), Tucker — Lewis Index (TLI), Expected Cross-Validation Index (ECVI) and the Consistent Akaike Information Criterion (CAIC).

Results

Based on the data collection, multicollinearity between variables was assessed. Correlations between the item variables of the three constructs were ≤ 0.90, ranging from 0.05 to 0.86 (see Tabachnick, Fidell, 2001). The presence of multivariate outliers was also verified and the Kolmogorov-Smirnov (KS) normality test showed normality with the following indicators (KS = 0.24, $p < 0.16$) (Miot, 2017; Nascimento et al., 2014). Based on these statistical criteria, which meet the normality of the sample, we proceeded to perform the parametric calculations that are aimed at assessing the quality of the measure and the variance of the mean scores between the variables.

Formed by two distinct groups: Portugal ($N = 222$) and Brazil ($N = 212$). Analyses of demographic data from both countries show similarities in gender distribution, degree, function and age. The overall results indicate that 83.4% of the respondents are women in the position of nurse (56%), with a degree title (64%), in the age group between 36-45 years (41%).

Next, the internal consistency of the instruments was evaluated; these revealed reliable psychometric indicators; through the calculation of Cronbach's alpha (α) and intraclass correlation, the three scales showed values greater than 0.70, a condition that suggests precision in what is intended to be measured, that is, the values observed in these analyses indicate the homogeneity of the measure used, being able to produce the same variance.

Thus, from these indicators, that the scale is safe to measure the phenomenon in question (Cassepp-Borges, Pasquali, 2011; Kline, 2014); the following alphas stand out: Leader Spiritual Intelligence Scale, was 0.95 (ICC = 0.95, 95%CI = 0.94-0.95), Job Crafting Questionnaire was 0.84 (ICC = 0.84, 95%CI = 0.82-0.86) and Leader Emotional Intelligence Scale was 0.73 (ICC = 0.73, 95%CI = 0.70-0.76). The intraclass correlation (ICC), considered a coefficient of reproducibility (R), maintained a pattern of variation between scores, which was greater than 0.70; this indicator is used to predict a constant regarding the use of the scale with samples assuming similar categories, from highly standardised procedures and known data collection methods (Dancey, Reidy, 2018; Bisquerra et al., 2004; Matos, 2014).

With the measures being consistent in the evaluation of the constructs, we sought to meet the main objective of the study: to verify the relationship between the spiritual and emotional

intelligences of leaders and the job crafting in Brazilians and Portuguese of hospital units. Through structural equation analysis and modelling, based on the recursive structural equation model, having established the interdependence between the constructs, the analyses were performed and, with the appropriate modifications in the error adjustments, the model presented the following statistical ratio: χ^2/gl = 11.26, RMR = 0.10, GFI = 0.82, AGFI = 0.79, CFI = 0.83, TLI = 0.81, RMSEA = 0.15 (0.14-0.16)].

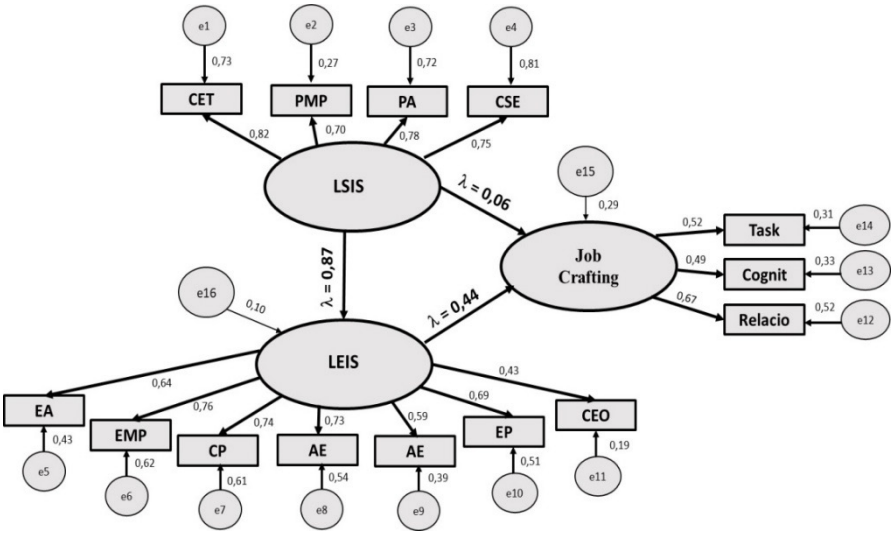

Figure 1. Graphic representation of the interdependent theoretical model

Notes: LSIS: leader spiritual Intelligence scale and its factors CET (deep critical thinking) PMP (personal meaning production) TA (transcendental awareness) CSE (state of expanded consciousness); Job Crafting and its factors task (task), cognit (cognitive), relational (relational); LEIS: Leader Emotional Intelligence scale and its factors EA (other's emotion); EMP (empathy); CP (understanding of own emotion): AE (self-encouragement); AE (emotional self-control); EP (own emotions); CEO (understanding the other's emotion).

The model generated presented a positive association between the constructs Leader Spiritual Intelligence, Leader Emotional Intelligence and Job Crafting. Even though we observed that all Lambdas were in the expected range |0 – 1|, being significant and different from zero ($t > 1.96$, $p < 0.05$), in this model, the association between Spiritual Intelligence and Job Crafting, tangentially reached the quality required by the psychometric literature (Garson, 2013; Hair Jr. et al., 2014). That is, the necessary statistical criteria were not corroborated, since they were not only below the Lambda association (> 0.30), but also presented a *p*-value of 0.11, leading to the rejection of the hypothesis regarding the interdependent model.

Based on a reflection of the conceptual foundations and the relationships established between leaders and workers, an alternative model was generated, which had as its theoretical proposal a hierarchical association between the constructs Spiritual Intelligence, Emotional Intelligence and Job Crafting. The structural equations calculation was performed and with the appropriate modifications made to the error adjustments, a statistical ratio was observed [X^2/gl = 2.67, RMR = 0.05, GFI = 0.91, AGFI = 0.95, CFI = 0.98, TLI = 0.96, RMSEA = 0.06 (0.05-0.07)] that corresponded to the theoretical and empirical perspective.

It was observed that both Lambdas were in the expected range |0 – 1| and above 0.30, and were significant and different from zero ($t > 1.96$, $p < 0.05$) (Table 2), emphasising that there were no measurement error problems for this model. However, in Figure 2, it is possible to observe that the alternative model generated corroborated the suggested hierarchical model in which the leader's spiritual intelligence was positively associated with emotional intelligence (λ = 0.87), with this variable influencing the occurrence of job crafting (λ = 0.44).

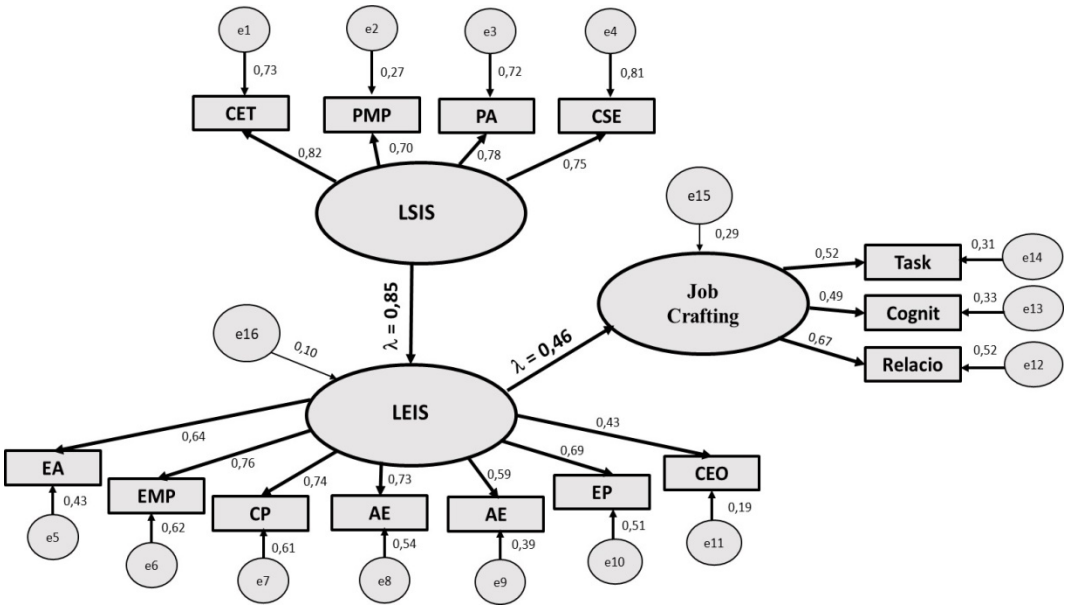

Figure 2. Hypothesised alternative theoretical model

Notes: LSIS: leader spiritual Intelligence scale and its factors CET (deep critical thinking) PMP (personal meaning production) TA (transcendental awareness) CSE (state of expanded consciousness); Job Crafting and its factors task (task), cognit (cognitive), relational (relational); LEIS: Leader Emotional Intelligence scale and its factors EA (other's emotion); EMP (empathy); CP (understanding of own emotion): AE (self-encouragement); AE (emotional self-control); EP (own emotions); CEO (understanding the other's emotion).

Considering the results in this study, it is noteworthy that the alternative model was the most appropriate; this not only corresponds to the logic of the theoretical direction developed in this research, but also to the statistical criteria, which corresponded to the requirements of the literature regarding these psychometric analyses. Based on these results, a Student's *t*-test was performed in order to evaluate the differences between Brazilian and Portuguese workers in relation to these constructs. In Table 2, it is possible to observe that, for all constructs, Brazilian workers presented higher scores compared to Portuguese workers.

Table 1. Indicators of the predictive estimates of the theoretical model

Variables	Relationship	Construct	Estimates	d.p.	Reason criterion	*p*-value
LEIS	<---	IESP	.959	.058	16.623	.001
JC	<---	LEIS	.933	.035	13.822	.001
LSIS-CET	<---	LSIS	1.000	---	---	---
LSIS-PMP	<---	LSIS	.988	.037	15.064	.001
LSIS-TA	<---	LSIS	1.064	.037	28.630	.001
LSIS-CSE	<---	LSIS	1.179	.039	30.427	.001
LEIS-AE1	<---	LEIS	1.000	---	---	---
LEIS-JC	<---	LEIS	.958	.051	18.757	.001
LEIS-Empathy	<---	LEIS	1.085	.056	19.539	.001
LEIS-EA	<---	LEIS	1.093	.067	16.291	.001
JC-task	<---	JC	1.000	---	---	---
JC-cognitive	<---	JC	1.001	.124	8.062	.001
JC-relacional	<---	JC	1.465	.177	8.295	.001
LEIS-AE2	<---	LEIS	.984	.073	13.428	.001
LEIS-CEO	<---	LEIS	1.139	.074	15.396	.001
LEIS-EP	<---	LEIS	.728	.057	9.261	.001

Notes: LEIS leader emotional intelligence scale; LEIS-EA (other's emotion); LEIS-Empathy (empathy); LEIS-AE2 (emotional self-control); LEIS- CEO (understanding of other's emotion); LEIS-EP (own emotions); Job Crafting (job crafting); JC-task (task); JC-cognitive (cognitive), JC-relational (relational)

Table 2. Difference between the mean scores of the constructs according to the worker in each country

Construct	Country	N	Media	d.p.	Statistic		
					t	gl	p-value
Leader spiritual intelligence (LSIS)	Portugal	222	4.84	.86	–2.14	432	.05
	Brazil	212	5.04	1.07			
Leader emotional intelligence (LEIS)	Portugal	222	4.97	.90	–2.99	432	.05
	Brazil	212	5.16	1.12			
Job crafting (JC)	Portugal	222	5.22	.75	–7.09	432	.001
	Brazil	212	5.71	.66			

Table 2 indicates that the averages of Brazilian responses are higher than those of Portugal. This indicates that the group of Brazilian workers has a professional performance that is more aligned with JC actions than the Portuguese workers. This tendency can also be understood as those who are most influenced by their leaders.

The following theoretical considerations are the prerequisites for the construction of the model presented: emotional intelligence is a cognitive ability to understand and recognise one's own emotions and those of others, with a positive ability to manage these feelings through self-reflection, empathy and active listening skills (Ackley, 2016; Mayer et al., 2004/2008).

Spiritual intelligence, on the other hand, is understood as a human cognitive capacity to give life meaning and purpose through a deep connection with personal values, society and nature (Emmons, 2000; King, Decicco, 2009). Job crafting is an active stance towards the pre-established functions of the worker's work activities that seeks to make adaptations, changes and realignments in their tasks, even if they are small or informal (Devotto, Machado, 2017).

Discussion

The alternative model (Figure 2) presents the influence of workers' perception of their leaders' emotional and spiritual intelligences and their consequences on work behaviour, highlighting the importance of leaders' cognitive abilities in their teams' work performance.

Studies linking EI and leadership have already indicated that emotional intelligence is a valuable ability that provides essential skills for effective management (Ackley, 2016; Formiga et al., 2019; Hsu, 2016; John, Niyogi, 2019). This is because, in addition to technical knowledge skills and logical / cognitive skills, such as financial and market analyses, the leader's success is achieved in the thoughtful assessment of stressful situations, in the personal control of emotions, through self-knowledge, in the empathetic relationship, in fostering positive interaction between people, in recognising and valuing the healthy expression of emotions (Ackley, 2016; Monaco et al., 2016; Thomas, Kamalanabhan, 2012).

However, it is spiritual intelligence that directly influences the development of emotional intelligence (Zohar, Marschal, 2000), as shown in Figure 2. The significant, positive and hierarchical relationship between LEIS and LSIS (0.87) indicates that these two cognitive capacities are factors that affect the work behaviour of teams, measured here through job crafting.

The job crafting action is based on the autonomy of the subject to adapt their activities in terms of time and form of execution, the type of relationship they establish and the personal and social values they put into practice (Slemp, Vella-Brodrick, 2013). Workers who find space to express their personal values and principles see their work activities as an opportunity to build a positive self-identity.

Considering hospital workers, it is possible to indicate that these individuals are able to recognise in their actions the promotion of comprehensive patient care and the endowment of meaning in their work actions in the personal and social dimensions (Kooij et al., 2017; Silingiene, Skeriene, 2016).

Spiritual intelligence emphasises the ability of individuals to think deeply about the issues of existence through a deep transcendental sense (Skrzypińska, 2020). The notion of transcendental consciousness is to be able to analyse oneself, others and the facts experienced with emotional balance, using oneself as a parameter to perceive and judge reality beyond what is apparent (Hacker, Washington, 2017; Siswanti et al., 2018). This relationship points to a complex dimension of intelligences in which spiritual intelligence presents an integrative capacity that resignifies the entire emotional cognitive process (King et al., 2012; Skrzypińska, 2020; Zohar, Marshall, 2000).

However, it is important to emphasise that the job crafting occurs in a better way when the leadership opens opportunity for autonomy actions of their teams. It is necessary that employees have the necessary openness to adapt, adapt and customise their work activities for this to occur (Fuller, Unwin, 2017; Gordon et al., 2018).

When a leader is perceived with spiritual and emotional intelligence, he or she is also perceived as one who recognises work in its holistic dimension, that is, as an opportunity to create meaning and significance in each individual's life (Siswanti et al., 2018). In this way, spiritually intelligent leaders tend to realise the social importance of their activities, extending and promoting this feeling of appreciation also to the teams that perform them.

Especially in health service delivery environments, the leader with spiritual and emotional intelligence has a capacity for deep critical thinking of the reality in which he/she is inserted, being attentive to the situations of stress and mental fatigue of his/her employees (Costa et al., 2020; Kovács, 2010), acting with greater attention and respect for the subjective and individual needs of each one of them (Hacker, Washington, 2017).

This leader, due to their capacity for an integrative vision of reality, values in their teams not only their technical skills and formal knowledge, but also recognises the importance of affective and spiritual aspects (empathy, solidarity, genuine attention to the specific demands of the customer), stimulating the emergence of behaviours associated with the personal values and principles of each person (Naseer et al., 2020). Thus, it provides work environments that bring teams to reflect on the very meaning of their work (Asif et al., 2019; Awais, et al., 2015).

The cognitive competences of managers and leaders in their emotional and spiritual perspective lead them to make decisions with a holistic view of reality and centred on the collective good of both their followers and their clients (Gage, 2016; Hacker, Washington, 2017; Naseer et al., 2020). This intelligent perspective of leadership perceives work and the people involved in this process in a transcendent way, in which the action of each individual has an impact on everyone's life.

Concluding

The present study promotes the discussion of the influence relationships of the constructs EI—SI—JC. The positive statistical indications between the spiritual and emotional intelligence of leaders and the perception of teams about their managers and their interference in labour actions stand out, being these original contributions to the academic literature.

The development of managers' spiritual and emotional intelligence is a sensitive issue to achieve positive performance in organisations. Especially in hospital health companies, where the labour environment is challenging, leaders with spiritual and emotional cognitive abilities are needed to help their teams in building meaning and purpose at work. In addressing the issues of emotional and spiritual intelligences and the sense of mission and purpose at work, expressed here by job

crafting, we are not talking about a work or organisational mysticism. It is being discussed from the perspective of the influence of leaders' intelligence on the behaviour of their teams.

It is important to recognise that the cognitive capacity of leaders expressed through their personal values, the way they understand existential issues, emotional maturity and the meaning they attribute to work are perceived by their teams and reflected in the way they act in the company. Another important contribution of this research article is to bring a cross-cultural sample (Brazil and Portugal) indicating that the scales used and the proposed model are likely to be used in both contexts. As a suggestion for future research, it is suggested to use this model in different organisations, as well as to verify whether the perception of teams in different sample contexts is influenced by the spiritual and emotional intelligence of their managers.

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Роль духовного и эмоционального интеллекта лидеров в настройке работы

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Аннотация. *Цель*. Настройка работы (*job crafting*) — это действие работника по реорганизации своих задач, чтобы они приобрели смысл. Однако, когда работник воспринимает своего руководителя как обладателя духовно и эмоционально интеллекта, это способствует большей автономии в этом действии. Поэтому цель данного исследования — выяснить роль эмоционального и духовного интеллекта лидеров на эффективность команды, опосредуемого настройкой работы. *Методология*. Для измерения этого феномена был проведён количественный опрос. Использовались следующие шкалы: Шкала лидерского духовного интеллекта (LSIS) и (Шкала лидерского эмоционального интеллекта) LEIS (адаптированные для измерения интеллекта лидеров), а также Шкала настройки работы. Выборка состояла из работников больниц (Бразилия, N = 212 и Португалия, N = 222). *Результаты*. Результаты выявили внутреннюю согласованность шкал; иерархическая ассоциативная модель соответствовала теоретической и эмпирической перспективам. Бразильские специалисты показали более высокие результаты. Интеллектуальные способности, определяющие причины настройки работы, открывают продуктивную перспективу в поведении их команд. *Оригинальность*. Впервые для измерения лидерства использовалась адаптированная шкала духовного и эмоционального интеллекта.

Ключевые слова: духовный интеллект; эмоциональный интеллект; организация работы; лидерство.