

**TITLE** Examining First-line Managers' Leadership Practices, Emotional Intelligence and Workplace Spirituality in the Manufacturing Industry

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**OBJECTIVE** The purpose of this study was to examine the relationship between first-line managers' leadership practices, EQ, and workplace spirituality as perceived by the managers' employees that could positively affect employee productivity, morale, and retention in the U.S. manufacturing industry.

### **METHODOLOGY**

The overall population in the study consisted of 1,200 employees who reported to a first-line manager in a manufacturing plant. Ninety-seven individuals completed the LPI-Observer, the Emotional and Social Competence Inventory (Boyatzis, 2009), and the Meaning and Purpose at Work Questionnaire (Duchon & Ashmos-Plowman, 2005). The typical respondent was Caucasian (81%), 30 to 49 years old (47%), married (48%), with a bachelor's degree (31%).

### **KEY FINDINGS**

First-line managers' leadership practices were not significantly correlated with EQ as perceived by their employees. Pearson correlations between leadership practices and workplace spirituality were not significant, although Spearman correlations were ( $p < .05$ ) in a negative direction. Linear regression analysis of leadership practices by EQ and workplace spirituality was not statistically significant.