

Dedicated to

My Baba Mahananda Sutradhar

My Maa Sabitri Sutradhar

&

My all Respected Teachers



तेजपुर विश्वविद्यालय/ TEZPUR UNIVERSITY
(संसद के अधिनियम द्वारा स्थापित केंद्रीय विश्वविद्यालय)
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Certificate from supervisor

This is to certify that the thesis entitled "*A study on impact of Emotional intelligence (EI) and Spiritual Intelligence (SI) of Educational Leaders on Management of Higher Educational Institutions*" submitted to the school of Humanities and Social Sciences, Tezpur university in part fulfillment for the award of the degree of doctor of philosophy in education is a record of research work carried out by **Sandip Sutradhar** under my supervision and guidance.

All help received by him from various sources have been duly acknowledged.
No part of this thesis is submitted elsewhere for the award of any other degree.

Date: 21/05/2025

Place: Tezpur University



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DECLARATION

I Sandip Sutradhar, do hereby declare that the work reported in this thesis entitled “*A study on impact of Emotional intelligence (EI) and Spiritual Intelligence (SI) of Educational Leaders on Management of Higher Educational Institutions*” is entirely original and has been carried out by me under the supervision of Prof. Nil Ratan Roy, Department of Education, Tezpur University. This thesis is not submitted anywhere else for any other degree. The materials which are obtained from the other sources have been duly acknowledged in the report.

Date: 21/05/2025

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LIST OF ABBREVIATION

EI	: Emotional Intelligence
SI	: Spiritual Intelligence
SQ	: Spiritual Quotient
EM	: Educational Management
IQ	: Intelligent Quotient
RUSA	: Rastriya Utchatar Siksha Abhiyan
DHE	: Director of Higher Education
EMSS	: Educational Managerial skill Scale
EIS-HPD	: Emotional Intelligence Scale by Anukool Hyde, Sanjyot Pethe, and Upinder Dhar
SIS-DD	: Spiritual Intelligence Scale by Santosh Dhar and Upinder Dhar
SPSS	: Statistical Package for the Social Sciences
SD	: Standard Deviation
ANOVA	: Analysis of Variance
N	: Number
Sig	: Significance Probability
p	: Probability Value