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## **Influence Of Spiritual Quotient On Employee Engagement**

**Dr. CH.MADHAVI LATHA**, ASSISTANT PROFESSOR, [madhavigollu@gmail.com](mailto:madhavigollu@gmail.com)

**Dr. ANOUJA MOHANTY**, ASSISTANT PROFESSOR, [anouja.mohanty@gmail.com](mailto:anouja.mohanty@gmail.com)

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### **Abstract:**

Organization's in present scenario requires human resources who can integrate their soul, mind and body into the work in order to achieve organizational goals. Employee engagement is very essential to the employees in order to involve themselves physically emotionally and cognitively in order set organizational goals as their personal goals. Especially in the Higher education sector high degree of Employee engagement is required since the future of our nation is vested on the shoulders of teaching faculty. There are so many factors which will influence employee engagement. In this context Spiritual Quotient plays a very vital role.

The present study is focused to analyze the relationship of Spiritual Quotient on Employee engagement in the higher education institutions of Bangalore. A descriptive research design is intended. Teaching faculty in HEI's is the targeted population. Primary data is collected from 456 samples from HEI's in Bangalore through structured research instrument containing the items of both the constructs. Data is analyzed through various statistical tools using SPSS. The findings of the study outlined that there exists a positive significant relationship between SQ and EE. And higher the SQ, EE increases by 29%. Study also revealed that demographic profiles of the employees also influence SQ and indirectly EE also.

**Key words:** Employee Engagement EE, Higher Education institutions HEI, Spiritual Quotient SQ.

### **Introduction:**

In today's turbulent environment organizations goals are based on success, growth and progress. Human resources which are highly efficient can achieve organizational goals very efficiently and effectively. Employees who can involve themselves physically, emotionally and cognitively are very essential who can grow themselves along with the organization. Especially in higher education institutions engaged employees are highly essential who can involve themselves with full conscious in nurturing the future generations. Spiritual quotient is the most important factor which will influence Employee engagement levels of an employee. Improving employee engagement levels along with the Spiritual Quotient levels is very essential for achieving HEI goals. So studying the relationship between SQ and EE and the measures to enhance SQ and EE are the need of the hour.

In the words of Khan(1990) Employee engagement as the harnessing of organization member selves to their work roles. In engagement people express themselves physically, cognitively and emotionally during role performance.

Spiritual Quotient is all about holistic approach to life, the wholesomeness, self-awareness, compassion, creativity, ability to think and ability to reason out. One can distinguish more clearly from what is right and wrong. SQ is the inner intelligence with which one address and

solve problems of meaning and value. Donor Zohar introduced 12 principles of SQ. They are self-awareness, Vision and value led, positivity, holistic approach, compassion,diversity, independent, ability to reform,curiosity,spontaneity, sense of vocation and humility.

### **Literature Review:**

Devendhiran (2017) , work place spirituality is a three dimensional factor which includes meaning in work, sense of community and alignment with organizational goals influencing engagement. A highly spiritual –led employee will develop higher levels of engagement which will directly improve organizational outcomes.

Arshad Mahmood(2015) , Spirituality has a positive effect on employee performance. Spiritual quotient is more effective than IA and EQ influencing Employee Engagement.

Saloni Devi(2016), spirituality is the characteristic of healthy and highly performing employees in the organization . Spiritual and emotional intelligence motivates employees by fostering a supportive and favorable climate for employee engagement.

Sohail Akhtar (2015) Organizational sustainability can be maintained and unethical behavioral issues can be resolved through SQ. Nurturing ethical values and promoting SQ among employees will enhance organizational sustainability and employee engagement. While promoting ethical values , it is better to incorporate training programs for improving SQ of employees which will increase EE and organizational sustainability.

Mandeep kaur(2013) The research explored the relationship of secondary school teachers between spiritual wisdom and job satisfaction. A quantitative research is used to analyze the relationship between spiritual wisdom and teachers ' job satisfaction using descriptive correlation analysis. Study has shown that teachers' spiritual quotient varies with the form of institution and work culture. With gender, spiritual wisdom does not differ. And the research also showed that there is no gender impact on teachers ' job satisfaction.

Spiritual intelligence as the supreme intelligence that exceeds the IQ (intelligent quotient) and EQ (emotional quotient) was discussed in Rusan (2013) research. The true essence of the spiritual quotient is based on the soul, which helps people to be able to find meaning and refine ways of life. Ultimate intelligence means that the meaning of life is the first and foremost goal of life for humans, according to Danah Zohar SQ. Only intelligent people are able to give life meaning spiritually. Each person is born with intellectual capacity and spiritual intelligence. When the human spirit rises above the line of zero disturbances, it is mostly positive thought, empathy, excitement, full of love for everyone, and the person is with him or her. If the spiritual coefficient of a person is greater than or equal to one, it means that he reaches self-realization, and if the value is less than one, the person is under stress. To better engage employees, this awareness of the spiritual quotient is very important to every individual and organization.

Sukhwinder kaur (2016) the research examined the relationship between employee moral quotient and feeling of unity. And the correlation between the feeling of oneness and their happiness at

work. And measured indirect employee spiritual quotient relationships with their job satisfaction by mediating the role of feeling unity. The statistical findings of the empirical analysis showed that the degree of work satisfaction has a substantial positive relationship. Results showed that spirituality is positively and more importantly linked to job satisfaction because there is a positive but poor direct association between the spiritual quotients of employees with their job satisfaction due to the mediating role of feeling of oneness. The study proposed that companies should use spirituality to ensure quality interpersonal organizational relationships and improved employee satisfaction levels. Employees have an increased sense of unity and work satisfaction, which would contribute positively to improved employee engagement.

Zahirah(2019) study aimed at evaluating the relationship with teacher success between staff competencies such as academic, emotional and spiritual quotients. Study has shown that there is a major positive relationship between the success of employee skills and teachers. Not only does the cultivation of IQ, EQ and SQ skills among teachers equip teachers with strong IQ, but it also promotes the rapid technical growth of changes and creativity in any organization.

Teaching is a discipline that requires dedication beyond human limits. **Sunil Kumar(2018)** Teaching In view of the aspects of spirituality, productive work, productive life, interpersonal relationships and the work environment, teachers' perceived workplace spirituality is considered to be discussed. Using the partial least square structure equation model, the factors were validated and the role of spirituality in resolving teacher-related problems was addressed. Study has shown that Spirituality can contribute to high efficiency, well-being, work satisfaction, greater engagement and devotion at the individual and organizational level. Workplace spirituality provides educators with a safe workplace to combat job tension and job burn-out. Honesty and motivation can contribute to a more healthy working life through spirituality in the workplace. In the Indian education system, the implementation of workplace spirituality leads to better workplaces that attract, retain and cultivate the best talent by providing them with productive work, meaningful life and a safe work climate.

**Need of the Study :** Higher Education sector is the core sector for achieving the main objective of employment. It is the first platform which generates best human resources capital for social and economic endeavors. One of the essential requirement in research is study of employee engagement and Spiritual quotient in HEI's which is still lacking theoretical base and need to be studied. The present study is focused on the teaching faculty of HEI's in Bangalore.

### **Objectives:**

- To understand the relationship of demographics of respondents (age, gender, qualification and experience)with Spiritual Quotient of respondents.
- To understand the relationship of demographics of respondents (age, gender, qualification, experience ) with Employee Engagement.
- To analyze the relationship of Spiritual quotient of respondents with Employee engagement of respondents.

- To analyze to what extent change in Spiritual Quotient will bring change in employee engagement levels.

**Hypothesis:**

- Ho(1): There is no significant relationship between Age and Spiritual quotient .
- Ho(2): There is no significant relationship with Age and Employee Engagement
- Ho(3): There is no significant relationship with Gender and Spiritual Quotient.
- Ho(4): There is no significant relationship with Gender and Employee Engagement
- Ho(5): There is no significant relationship with Qualification and Spiritual Quotient.
- Ho(6): There is no significant relationship with Qualification and Employee Engagement.
- H0(7): There is no significant relationship with Experience and Spiritual Quotient.
- H0(8): There is no significant relationship with Experience and Employee Engagement.
- H0(9): There is no Significant relationship with Spiritual Quotient and Employee Engagement.
- H0(10): Change in Spiritual Quotient cannot bring change in Employee engagement.

**Research Methodology:**

In order to address the framed objectives , a descriptive research was carried out. Teaching faculty of Higher education institutions in Bangalore was the targeted population. A structured questionnaire was administered among 500 respondents who were selected using stratified sampling method. Out of the responses received 456 samples were valid. Data analysis is carried using SPSS tools. T-test, one-way ANOVA , regression analysis were run to analyze the data.

**Research Instruments and Tools**

<b>Variables Tobe measured</b>	<b>Variable type</b>	<b>Data collection method</b>	<b>Tools</b>	<b>Scale used</b>
<b>Employee engagement Index</b>	Dependent	Qualitative/ Quantitative	6 item scale developed based on UWES scale developed by schaufeli and bakker	5 point likert scale with anchors (1) strongly disagree to (5) strongly agree
<b>Spiritual quotient</b>	Independent	Qualitative/ Quantitative	5 item scale is developed based on zohar marshall (2000) scale	5 point likert scale with anchors (1) strongly disagree to (5) strongly agree

**Data Analysis and Findings:**

Data analysis is done in 3 stages. Preliminary data analysis involved the testing of reliability of the instrument based on internal consistency of the measures by testing the Cronbach's Alpha together with inter-item correlation, and the validity of measurements (construct validity and discriminate validity) by using SPSS 21 .

Initially study was conducted on 50 teaching faculty of HEI's in Bangalore in order to check the validity of questionnaire. Results showed that Cronbach's alpha value was of acceptable range demonstrating reliability of the instrument

### Reliability Analysis of Measurement Instruments

Measurement instrument	No.of items	Cronbach's alpha	Reliability result
Employee engagement index	6	0.811	Good
Spiritual quotient	6	0.796	Good

**Table showing Factor Labelling**

Factor Labelling		
Dimension	Statements/Items/Questions	Item Label
Employee Engagement Factors	At my work, I feel enthusiastic, energetic, strong and vigours	EEF_1
	At my job, I am very resilient mentally even when things do not go well.	EEF_2
	I find the work I do is challenging, full of meaning and purpose.	EEF_3
	I would recommend this institution as a great place to work.	EEF_4
	I believe there are good career opportunities for me at this institution.	EEF_5
	I see myself still working at this institution in the next two years' time.	EEF_6
Spiritual Quotient Factors	I ensure that my behaviors and thoughts are consistent	SQI_1
	I try to remove work related obstacles that lead to feeling of distress	SQI_2
	I admit when I make a mistake in the work place.	SQI_3
	I participate in reflective practices such as meditation, yoga, silent reflection etc.,	SQI_4

	I am able to manage relationships effectively at the work place	SQL_5
	I go out of my way to assist some one with personal problems in the work place	SQL_6

**Exploratory Factor analysis:  
For Spiritual Quotient**

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.709
Bartlett's Test of Sphericity	Approx. Chi-Square	2932.00
	df	3
	Sig.	.000

<b>Rotated Component Matrix<sup>a</sup></b>						
	Component					
	1	2	3	4	5	6
SQL_1				0.742		
SQL_4				0.708		
SQL_2				0.610		
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.						

The Kaiser –Meyer –Olkin measure sample adequacy is 0.709 which is acceptable and the Barlett’s test of sphericity are statistically significant at 5% level. Through the rotated Compound matrix 3 variables of Spiritual quotient which will define Spiritual Quotient the best are considered for the analysis whose significant value is greater than 5.They are SQ\_1, SQ\_2 and SQ\_4.

**For Employee Engagement:**

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.840
Bartlett's Test of Sphericity	Approx. Chi-Square	5359.77
		7

	df	276
	Sig.	.000

Rotated Component Matrix <sup>a</sup>			
	Component		
EEF_1	.792		
EEF_4	.781		
EEF_5	.742		
EEF_6	.741		
EEF_3	.730		
EEF_2	.455		

The Kaiser –Meyer –Olkin measure sample adequacy is 0.840 which is greater than the acceptable level 0.7 and the Barlett’s test of sphericity are statistically significant at 5% level. Through the rotated Compound matrix 6 variables of Employee Engagement which will define Employee Engagement the best are considered for the analysis whose significant value is greater than 0.5.They are EEF\_1,EEF\_2,EEF\_3,EEF\_4,EEF\_5,EEF\_6

**Testing of Hypothesis: One way ANOVA and t-test.**

To test the relationship between age, qualification , experience with spiritual quotient, Employee Engagement, One way ANOVA is performed using SPSS. All the significant values are less than 0.05 , so the null hypothesis are rejected and concluded that there exists a significant relationship between age, qualification , experience with Spiritual quotient and Employee Engagement. The results showed that respondents aged above 50 have better Spiritual Quotient and Engagement levels as compared to respondents less than 35 years. Respondents with higher qualifications i.e., with Mphils and PhD’s showed better Spiritual Quotient and Engagement levels as compared to respondents with lesser qualification. Respondents having experience more than 15yrs showed better Spiritual Quotient and Engagement levels.

T-test is performed to understand the relationship of gender with Spiritual Quotient and Employee engagement since the grouping variable are only two Male and Female. Results revealed that significant values are greater than 0.05 indicating there is no significant difference of gender on Spiritual quotient and Employee Engagement.

From the above it is inferred that except Gender , all the other demographic factors namely Age, Qualification Experience have significant relationship with Spiritual Quotient and Employee engagement.

**Regression Analysis:** To understand the relationship between Spiritual Quotient and Employee Engagement Regression analysis is performed.

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.212 <sup>a</sup>	.045	.043	.770

a. Predictors: (Constant), SQ

### ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	12.683	1	12.683	21.377	.000 <sup>b</sup>
Residual	269.350	454	.593		
Total	282.033	455			

a. Dependent Variable: EE

b. Predictors: (Constant), SQ

### Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
	B	Std. Error	Beta			Zero-order	Partial	Part
1 (Constant)	2.770	.259		10.717	.000			
SQ	.297	.064	.212	4.624	.000	.212	.212	.212

From the analysis, it is clear that the significance value is less than 0.05. Accepting alternative hypothesis it is stated that there exists a significant relationship between Spiritual Quotient and Employee engagement.

From the coefficients table, it is clear that there exists a change of 29% in Employee engagement with a change in spiritual quotient level. Accepting alternative hypothesis we can say that higher the spiritual quotient better is the Employee Engagement levels.



## Findings and Conclusions:

Except gender, there exists a relationship between age, qualification, and experience with Spiritual quotient. With the age people's maturity levels increase, will be able to make better understanding of what is good and bad, will have self-conscious, commitment. As the age increases spirituality levels also increase. With the higher qualification, knowledge is increased, vision with clarity will make better people and good spiritual quotient. Experience will teach lessons, teach consistent performance with patience which will improve spiritual quotient.

Employees with spiritual quotient levels will engage in the organization with full vigor, dedication and enthusiasm. Usually young people try to change organizations very often whereas aged people will have attachment towards their organization and will not think of leaving. Different age groups will have different priorities of staying in the organization. Employees with more experience will have sense of commitment compared to less experienced employees. The results can assist policy makers to avoid stereotyping especially on the basis of gender who doesn't have any influence on Spiritual quotient and Employee engagement. These results can help managers understand differential needs and behavior of employees in turn which will lead to better spiritual quotient and employee engagement.

## Limitations of the study

Study is confined to Bangalore city only. Study is confined to teaching faculty of higher education institutions only.

## Future scope of the study

There are some many factors which will influence spirituality and employee engagement. A cross sectional study can be considered to check the relationship further. Study can be extended to other geographic locations and other industries too.

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