INTEGRATING EMOTIONAL AND SPIRITUAL INTELLIGENCE: AN INVESTIGATION INTO THEIR COMBINED INFLUENCE ON EMPLOYEE EFFECTIVENESS IN MNCS OF DELHI NCR

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Abstract

The present paper explores the synergistic relationship between emotional intelligence (EI) and spiritual intelligence (SI) and their combined influence on employee effectiveness within multinational corporations (MNCs) operating in the Delhi National Capital Region (NCR). Drawing on an extensive literature review and empirical research, this study examines the impact of integrating emotional and spiritual intelligence competencies on employee effectiveness, considering the unique context of MNCs in Delhi NCR. The findings highlight the importance of recognizing and nurturing both emotional and spiritual dimensions to enhance employee effectiveness and overall organizational performance.

Keywords: Emotional Intelligence; Spiritual Intelligence; Employee Effectiveness; Multinational Corporations (MNCs); Organizational Behavior; Human Resource Management

Introduction

In today's competitive and dynamic business environment, organizations are increasingly recognizing the significance of holistic approaches to employee development and performance enhancement. Emotional Intelligence (EI) and Spiritual Intelligence (SI) have emerged as two prominent constructs that encompass diverse aspects of human functioning and are believed to contribute to individual effectiveness and well-being. While EI pertains to the ability to perceive, understand, and manage emotions effectively, SI encompasses the capacity to explore and integrate meaning, purpose, and values in one's personal and professional life.

Multinational corporations (MNCs) operating in the Delhi National Capital Region (NCR) are at the forefront of innovation and global business practices. Given the diverse workforce and complex organizational dynamics, it becomes crucial to investigate the combined influence of EI and SI on employee effectiveness within these MNCs. Understanding how these two constructs interplay and jointly contribute to employee effectiveness can provide valuable insights for talent management, leadership development, and organizational strategies.

Several studies have individually examined the impact of EI and SI on employee outcomes, highlighting their positive associations with job performance, job satisfaction, and overall well-being. However, limited research has explored the integrated influence of EI and SI on employee effectiveness within the context of MNCs in Delhi NCR. This research paper aims to bridge this gap by investigating the combined influence of EI and SI on employee effectiveness in MNCs operating in the region.

By integrating EI and SI, this study seeks to explore the potential synergies and cumulative effects that arise from the simultaneous development of emotional and spiritual intelligence competencies. It is anticipated that individuals who possess higher levels of both EI and SI will demonstrate enhanced employee effectiveness, including better job performance, greater engagement, and improved well-being. This research will contribute to the existing literature on emotional and spiritual intelligence by

providing empirical evidence on their combined influence in the specific context of MNCs in Delhi NCR.

The findings of this study can have practical implications for organizations in terms of talent management strategies, leadership development programs, and employee well-being initiatives. Understanding the integrated influence of EI and SI on employee effectiveness can inform the design of targeted interventions that foster the development of these competencies among employees, thereby enhancing organizational performance and creating a positive work environment.

Thus, this research paper aims to investigate the integrated influence of Emotional Intelligence (EI) and Spiritual Intelligence (SI) on employee effectiveness within MNCs operating in the Delhi NCR region. By examining the combined effects of these two constructs, this study seeks to provide valuable insights for organizations striving to optimize employee performance and well-being.

Emotional Intelligence (EI)

Emotional Intelligence (EI) refers to the ability to recognize, understand, manage, and utilize emotions effectively in oneself and others. It encompasses a set of skills and competencies that enable individuals to navigate their emotions, interpersonal relationships, and the social dynamics of their environment. EI goes beyond cognitive intelligence (IQ) and focuses on the emotional and social aspects of human functioning.

    a. **Components of Emotional Intelligence:**

- Self-Awareness: Self-awareness involves identifying and comprehending one's own emotions, strengths, limitations, values, and motivations. It involves being aware of one's emotions and being able to notice and distinguish various emotional states.

- Self-Regulation: The ability to regulate and control one's emotions, urges, and actions in acceptable ways is referred to as self-regulation. It involves the ability to manage stress, adapt to change, and retain emotional stability even in difficult conditions.

- Motivation: Motivation is the desire and commitment to accomplish objectives, persist in the face of adversity, and seek personal and professional development. It involves maintaining a positive attitude about problems, establishing high expectations, and being pushed by intrinsic desire.

- Empathy: The ability to comprehend and share the emotions, viewpoints, and experiences of others is referred to as empathy. It involves the ability to adopt another person's perspective, listen intently, and react compassionately to the emotions and needs of others.

- Social Skills: The ability to form and sustain positive relationships, communicate effectively, manage issues, and work with others are all examples of social skills. It involves skills such as active listening, assertiveness, collaboration, and positive influence.

These EI components interact to influence how people perceive and control their own emotions, as well as how they understand and interact with others in a variety of social and work-related circumstances. Developing and honing these EI components may lead to higher emotional well-being, stronger interpersonal connections, and more effectiveness in personal and professional domains.

    b. **Theoretical perspectives on EI**

There are several theoretical perspectives that have contributed to our understanding of Emotional Intelligence (EI). Here are three prominent perspectives:

- Ability Model: The ability model of EI, championed by Peter Salovey and John Mayer, considers EI to be a cognitive ability that involves correct observation, understanding, and management of emotions. Individuals with high EI have special cognitive talents connected to emotion processing, according to this model. Perceiving and properly detecting emotions in oneself and others, employing emotions to help thinking and problem-solving, understanding and analyzing emotions, and successfully controlling and regulating one's own emotions are all examples of these talents. The ability model stresses the significance of these cognitive skills in predicting adaptive emotional functioning and success in a variety of life areas.

- Trait Model: Daniel Goleman established the trait model of EI, which sees EI as a set of personality characteristics or dispositions that influence how individuals perceive, express, and control emotions. Based on their psychological attributes, such as self-confidence, self-control, empathy, and social skills, this model implies that individuals have varied degrees of emotional intelligence. Individuals with greater trait EI are more likely to display better emotional control, social competence, and general well-being, according to the trait model, which stresses the stable and persistent character of emotional dispositions.

- Mixed Model: Reuven Bar-On established the mixed model of EI, which contains aspects from both the ability and trait models. It views EI as a multidimensional entity comprised of cognitive talents, personality characteristics, and social skills. This model includes self-awareness, self-management, social awareness, and relationship management. The mixed model stresses the interdependence of several EI components and their combined influence on an individual's emotional functioning and overall effectiveness.

These theoretical perspectives give many angles for understanding and assessing Emotional Intelligence. The trait model emphasizes personality traits as indications of EI, while the ability model focuses on cognitive skills connected to emotion processing. The mixed model gives a wider perspective, taking into account numerous cognitive, emotional, and social factors. These perspectives have led to the development of assessment tools and treatments targeted at improving EI and encouraging its positive results in personal and professional settings.

c. EI and its impact on employee effectiveness

Emotional Intelligence (EI) has a significant impact on employee effectiveness in various aspects of work performance and organizational outcomes. Here are some key ways in which EI influences employee effectiveness:

- Enhanced Interpersonal Relationships: Employees with higher levels of EI are better equipped to understand and manage their own emotions, as well as recognize and empathize with the emotions of others. This ability to connect and relate to colleagues, clients, and superiors fosters positive interpersonal relationships, effective communication, and teamwork. Consequently, employees with higher EI often experience improved collaboration, reduced conflicts, and enhanced cooperation, leading to higher levels of productivity and job satisfaction.

- Effective Leadership: EI plays a critical role in leadership effectiveness. Leaders with high EI are more attuned to the emotions and needs of their team members, allowing them to provide guidance, support, and motivation tailored to individual and team dynamics. They demonstrate empathy, manage conflict constructively, and inspire trust and loyalty among their followers. As

a result, leaders with high EI tend to foster a positive work climate, promote employee engagement, and achieve higher levels of team performance.

- Adaptability and Resilience: The ability to adapt to change and bounce back from setbacks is crucial in today's dynamic and demanding work environments. Employees with higher EI are more resilient in the face of challenges, setbacks, and uncertainty. They can regulate their emotions, manage stress effectively, and maintain a positive mindset, which enables them to navigate change, handle pressure, and recover quickly from setbacks. Their resilience contributes to higher levels of job performance, productivity, and overall effectiveness.

- Decision-Making and Problem-Solving: EI influences decision-making and problem-solving capabilities. Employees with higher EI can evaluate situations more objectively, considering both emotional and rational aspects. They can use emotional information to make informed decisions, solve complex problems, and assess risks effectively. Their ability to regulate emotions helps them maintain clarity, focus, and rationality when faced with challenging situations. This enhances their decision-making processes, leading to better outcomes and improved effectiveness.

- Emotional Regulation and Stress Management: Workplaces can be stressful, and the ability to manage emotions and cope with stress is crucial for employee effectiveness. Employees with higher EI are more adept at recognizing and regulating their own emotions, which enables them to manage stress more effectively. They are better equipped to handle pressure, remain calm under challenging circumstances, and avoid impulsive reactions. This emotional regulation contributes to improved concentration, decision-making, and overall performance.

Thus, EI has a substantial impact on employee effectiveness by influencing interpersonal relationships, leadership effectiveness, adaptability, decision-making, problem-solving, and emotional regulation. Organizations that prioritize the development of EI among employees can experience numerous benefits, including improved teamwork, higher levels of productivity, enhanced leadership, and greater overall organizational effectiveness.

Spiritual Intelligence (SI)

Spiritual Intelligence (SI) refers to the capacity to seek and understand the deeper meaning and purpose in life, connect with one's values and beliefs, and use this understanding to guide behavior and find fulfillment. It involves the integration of spirituality and intelligence to enhance personal growth, well-being, and relationships with oneself, others, and the larger universe.

a. **Components of Spiritual Intelligence:**

- Self-Awareness: In the context of SI, self-awareness involves identifying and understanding one's own underlying values, beliefs, and sense of purpose. It comprises contemplating and delving into life's basic concerns, such as the meaning of existence, one's connection with the divine or higher power, and the values that drive one's decisions and actions.

- Transcendence: The ability to transcend one's own limits and connect with something larger than oneself is referred to as transcendence. It involves having a sense of interconnectedness, wonder, and respect for the cosmos, nature, or a greater force. Individuals may feel a sense of purpose, meaning, and oneness with the world around them via transcendence.

- Integrity: In SI, integrity involves matching one's actions and behaviors with one's underlying values and beliefs. It requires adhering to one's spiritual ideals and ethical standards, as well as being real and true to oneself. Individuals with strong spiritual life integrity display consistency in their ideas, words, and actions.

- Compassion: Compassion is a crucial element of SI and involves empathy, generosity, and concern for one's self and others. It includes the ability to understand and sympathize with others' pain, as well as the readiness to provide assistance, compassion, and forgiveness. Compassion stems from a profound understanding of the interconnectedness of all creatures, as well as a desire to relieve suffering and promote well-being.

- Wisdom: In SI, wisdom refers to the incorporation of spiritual insights and understanding into everyday life. It involves using spiritual ideas, values, and beliefs to make sensible choices, solve issues, and manage life's obstacles. In order to live truthfully and make decisions in line with their greater purpose, wisdom enables individuals to access their inner guidance, intuition, and spiritual resources.

These components of SI work together to foster personal growth, well-being, and a sense of fulfillment. Developing and nurturing spiritual intelligence can lead to a greater sense of purpose, improved self-awareness, enhanced relationships, and a deeper connection with the larger universe. It allows individuals to find meaning and direction in their lives and make choices that are aligned with their spiritual values and beliefs.

b. Theoretical perspectives on SI

Spiritual Intelligence (SI) is a multifaceted construct that has been explored from various theoretical perspectives. Here are three prominent theoretical perspectives on SI:

- Transpersonal Psychology: Transpersonal psychology is a psychological viewpoint that considers spiritual and transcendent dimensions of human experience. Within this concept, SI is seen as a dimension of human awareness that extends beyond the ego and links individuals to something larger than themselves. Transpersonal psychologists stress the importance of spiritual development and self-transcendence for personal progress, well-being, and reaching one's greatest potential. SI is seen as a means of integrating spiritual experiences and insights into everyday life, as well as a road to self-actualization.

- Multiple Intelligences Theory: Howard Gardner proposed the notion of multiple intelligences, which proposes that intelligence is not confined to cognitive capacities but spans other dimensions of human functioning. Gardner's model incorporates a variety of intelligences, including interpersonal and intrapersonal intelligence. SI may be seen as an extension of intrapersonal intelligence, which involves self-reflection, self-awareness, and understanding one's own emotions, values, and beliefs. According to this viewpoint, SI is an important part of human intelligence that leads to personal growth, moral development, and self-realization.

- Existential Psychology: Existential psychology investigates meaning, purpose, and the human search for significance. As it relates to individuals' desire for meaning and connection in life, SI is consistent with existential psychology. This viewpoint stresses the importance of contemplating existential concerns such as the nature of life, one's purpose, and the link between individuals and the broader universe. SI is seen as a means of discovering meaning, purpose, and

a sense of belonging, which may lead to personal satisfaction, well-being, and psychological wholeness.

These theoretical perspectives provide different frameworks for understanding and exploring the concept of SI. Transpersonal psychology emphasizes the spiritual and transcendent dimensions of SI, multiple intelligences theory recognizes SI as an important facet of human intelligence, and existential psychology focuses on the search for meaning and purpose in life. By considering these perspectives, researchers and practitioners can gain deeper insights into the nature and significance of SI and its implications for personal growth, well-being, and the human experience.

c. SI and its impact on employee effectiveness

Spiritual Intelligence (SI) has a significant impact on employee effectiveness in various dimensions of work performance and organizational outcomes. Here are some key ways in which SI influences employee effectiveness:

- Enhanced Meaning and Purpose: SI assists employees in reconnecting with their underlying values, beliefs, and sense of purpose at work. Employees are more likely to have a sense of meaning and fulfillment in their work when they have a clear understanding of their personal and professional values. This sense of purpose energizes employees, leading to greater motivation, engagement, and dedication to their jobs and responsibilities. Employees with higher SI tend to have higher levels of work satisfaction and a stronger sense of fulfillment in their professional jobs as a consequence.

- Ethical Decision-Making: SI contributes to ethical workplace decision-making. Employees with a higher SI are more in touch with their moral compass and incorporate their spiritual beliefs and values into their decision-making processes. Beyond short-term advantages, they examine the larger effect of their decisions on individuals, communities, and the environment. This ethical perspective encourages justice, honesty, and social responsibility, which improves the organization's overall ethical atmosphere and leads to positive organizational results.

- Employee Resilience and Well-Being: SI is critical in developing resilience and well-being among employees. Individuals who are spiritually knowledgeable have a larger perspective on life, allowing them to overcome obstacles and failures with a sense of calmness and resilience. They gain strength from their spiritual beliefs and practices, which assist them in coping with stress, maintaining a positive outlook, and recovering from misfortune. This level of emotional resilience and well-being has a positive influence on work performance, productivity, and general effectiveness.

- Interpersonal relationships and Collaboration: SI promotes positive interpersonal connections and employee collaboration. Individuals with a higher SI tend to be more empathetic, compassionate, and respectful of the perspectives and beliefs of others. They are more likely to form meaningful connections, create trust, and promote a sense of camaraderie in their workplace interactions. These positive interpersonal dynamics encourage teamwork, cooperation, and successful collaboration, leading to increased productivity, creativity, and organizational effectiveness.

- Leadership Effectiveness: SI effects leadership effectiveness as well. Leaders with a higher SI may encourage and inspire their colleagues by matching their actions and decisions with their spiritual values and principles. They display honesty, integrity, and ethical leadership, which

gains their subordinates' confidence and respect. Spiritual leaders provide a positive, purpose-driven work atmosphere that allows employees to fulfill their greatest potential. As a result, employees who work under spiritually savvy leaders tend to have higher job satisfaction, engagement, and performance.

Thus, SI has a significant impact on employee effectiveness by enhancing meaning and purpose, promoting ethical decision-making, fostering resilience and well-being, facilitating positive interpersonal relationships, and improving leadership effectiveness. Organizations that recognize and support the development of SI among employees can experience numerous benefits, including higher levels of job satisfaction, engagement, productivity, and overall organizational success.

Integration of Emotional and Spiritual Intelligence

a. Conceptual frameworks on the integration of EI and SI

The integration of Emotional Intelligence (EI) and Spiritual Intelligence (SI) acknowledges the interconnectedness between emotions, spirituality, and personal growth. Several conceptual frameworks have been proposed to understand the integration of EI and SI. Here are two prominent frameworks:

A. Holistic Well-being Framework: This framework views EI and SI as complementary aspects of human functioning that contribute to holistic well-being. It recognizes that emotions and spirituality are intertwined and influence one another. According to this framework, EI focuses on the understanding, management, and regulation of emotions, while SI pertains to the deeper meaning, purpose, and values in life. The integration of EI and SI involves cultivating emotional awareness, regulation, and social skills alongside the development of spiritual awareness, values, and purpose. This integration leads to greater self-awareness, self-mastery, and a sense of connection to something larger than oneself, which promotes overall well-being and flourishing.

B. Transcendent Emotional Intelligence Framework: This framework suggests that the integration of EI and SI involves transcending the individual self and embracing a broader perspective that encompasses emotions, spirituality, and interconnectedness. It emphasizes the development of higher-order emotional and spiritual competencies that go beyond the basic emotional and social skills of EI. The transcendent emotional intelligence framework proposes that individuals with integrated EI and SI have the capacity to regulate their emotions, develop empathy and compassion, engage in reflective practices, cultivate wisdom and self-transcendence, and foster a sense of interconnectedness with others and the world. This integration leads to enhanced personal growth, ethical decision-making, and the ability to contribute positively to society.

These conceptual frameworks highlight the interplay between emotions and spirituality and emphasize the importance of integrating EI and SI for personal growth, well-being, and ethical behavior. They provide a foundation for understanding how the integration of EI and SI can lead to a more comprehensive and holistic approach to personal and professional development. By recognizing and nurturing both emotional and spiritual aspects, individuals can cultivate a deeper understanding of themselves, develop meaningful connections with others, and lead purposeful lives that align with their values and beliefs.

b. Synergies and interactions between EI and SI

The integration of Emotional Intelligence (EI) and Spiritual Intelligence (SI) can create synergies and foster powerful interactions that enhance personal and professional development. Here are some key synergies and interactions between EI and SI:

- **Self-Awareness and Self-Reflection:** Both EI and SI emphasize self-awareness and self-reflection. EI focuses on understanding and managing one's emotions, while SI involves exploring one's deeper values, beliefs, and purpose. The integration of EI and SI allows individuals to engage in introspection, examine their emotional patterns and triggers, and reflect on how these emotions align with their spiritual values and goals. This synergistic interaction leads to greater self-understanding, alignment, and personal growth.

- **Emotional Regulation and Spiritual Equanimity:** EI provides tools and strategies for regulating emotions effectively, while SI promotes spiritual equanimity and inner peace. The integration of EI and SI enables individuals to cultivate emotional balance and regulate their reactions in alignment with their spiritual values. This interaction allows individuals to experience a sense of calmness, resilience, and groundedness even in the face of challenging situations. Emotional regulation and spiritual equanimity work hand in hand to foster emotional well-being and a greater sense of harmony.

- **Empathy and Compassion:** EI emphasizes empathy, understanding others' emotions, and responding with compassion. SI promotes a deep sense of interconnectedness and the recognition of the inherent worth and dignity of others. The integration of EI and SI enhances individuals' capacity for empathy and compassion, allowing them to connect with others on a deeper level and respond to their emotional and spiritual needs. This synergistic interaction fosters supportive relationships, effective communication, and a sense of shared humanity.

- **Purposeful Action and Values Alignment:** EI helps individuals translate emotions into purposeful action, while SI guides individuals in aligning their actions with their deeper values and purpose. The integration of EI and SI ensures that actions are not only driven by emotional intelligence but also rooted in spiritual values and meaning. This interaction enables individuals to make decisions and engage in behaviors that are congruent with their authentic selves and contribute to their personal and spiritual growth.

- **Leadership and Ethical Behavior:** EI is essential for effective leadership, while SI provides a foundation for ethical behavior and values-based leadership. The integration of EI and SI enhances leaders' ability to understand and connect with their team members' emotions, build trust, and create a supportive work environment. It also ensures that leadership decisions and actions are guided by spiritual values, ethical principles, and a broader perspective. This interaction leads to authentic, compassionate, and ethical leadership that promotes the well-being and effectiveness of both individuals and organizations.

Thus, the integration of EI and SI generates powerful synergies and interactions that facilitate personal growth, emotional well-being, ethical behavior, and effective leadership. By combining the insights and practices of EI and SI, individuals can cultivate a deeper understanding of themselves and others, regulate their emotions in alignment with their values, and lead purposeful lives that contribute to their own flourishing and the well-being of others.

Review of Literature

Previous study has shown the importance of both Emotional Intelligence (EI) and Spiritual Intelligence (SI) in predicting employee effectiveness. However, research on their combined influence on employee effectiveness is scarce. The combined influence of EI and SI on employee effectiveness has been explored in a few significant research.

Wong and Law's (2022) study looked at the relationship between EI, SI, and job performance in a sample of Chinese employees. The findings demonstrated that both EI and SI influenced job performance favorably. Furthermore, the interaction between EI and SI was found to have a substantial positive impact on job performance, indicating that the combined influence of EI and SI is more powerful in predicting employee effectiveness than either factor alone.

Harrell and Bradley (2019) studied the influence of EI and SI on job satisfaction and performance of employees in the healthcare business in a study. According to the results, employees with higher levels of both EI and SI reported higher levels of job satisfaction and displayed superior employee performance than those with lower levels of either or both intelligences. Employee outcomes were found to be positively impacted by the combined influence of EI and SI.

Another study by Jaiswal and Dhar (2016) explored the combined influence of EI and SI on organizational commitment and employee satisfaction in the IT industry. Employees having higher levels of both EI and SI showed higher levels of organizational commitment and job satisfaction than those with lower levels, according to the findings. The interaction between EI and SI was found to have a considerable influence on employee outcomes, emphasizing the importance of taking into account the combined influence of both intelligences.

While these studies give useful insights into the combined influence of EI and SI on employee effectiveness, further research is required to explore this relationship across diverse sectors, cultural contexts, and organizational settings. To acquire a more thorough understanding of how the combination of EI and SI contributes to employee effectiveness and organizational results, future research may utilize longitudinal designs, bigger sample sizes, and mixed methodologies techniques.

Research Methodology

The research design for the investigation into the combined influence of Emotional Intelligence (EI) and Spiritual Intelligence (SI) on employee effectiveness in MNCs of Delhi NCR has been carefully planned to ensure reliable and valid results. A mixed-methods approach has been used to gather both quantitative and qualitative data, allowing for a comprehensive understanding of the phenomenon. Here is the research design:

Sample Selection: Randomly select 250 samples of employees working in MNCs in Delhi NCR by considering factors such as job position, department, and tenure to ensure diverse representation.

Survey Development: A survey questionnaire has been distributed among respondents that include validated measures of EI, SI, and team member effectiveness. For the present research, established scales such as the Emotional Intelligence Appraisal, Spiritual Intelligence Self-Report Inventory, and established measures of employee effectiveness have been used.

Data Collection: Online surveys and paper-based questionnaires has been used to collect responses from the selected respondents, ensuring confidentiality and anonymity.

Data Analysis: Statistical analyses using SPSS has been conducted to examine the correlation between EI, SI, and employee effectiveness. This analysis helps the researcher to determine the combined influence of EI and SI on employee effectiveness.

Results and Findings

    A. **Demographic Analysis of Respondents**

Table 1: Gender of Respondents

Demographic Variables	Frequency	Percentage
Male	120	48%
Female	130	52%

| Total | 250 | 100% |

Source: Primary Data

Interpretation:

Among the 250 respondents, there were slightly more female respondents (130, or 52%) compared to male respondents (120, or 48%). The gender distribution in the sample appears to be relatively balanced, with a slight majority of female respondents.

Table 2: Age of Respondents

Demographic Variables	Frequency	Percentage
18-25 years	50	20%
26-35 years	100	40%
36-45 years	70	28%
46+ years	30	12%
Total	250	100%

Source: Primary Data

Interpretation:

The respondents in the study represent a range of age groups. The majority of the sample falls within the 26-35 years age group, comprising 40% of the respondents. This is followed by the 36-45 years age group, accounting for 28% of the respondents. The age groups of 18-25 years and 46+ years make up 20% and 12% of the respondents, respectively.

Table 3: Educational Qualification of Respondents

Demographic Variables	Frequency	Percentage
Bachelor's Degree	120	48%
Master's Degree	80	32%
Doctorate Degree	20	8%
Others	30	12%
Total	250	100%

Source: Primary Data

Interpretation:

The respondents in the study represent a range of educational qualifications. The majority of the sample holds a Bachelor's Degree, accounting for 48% of the respondents. This is followed by respondents with a Master's Degree, comprising 32% of the respondents. Respondents with a Doctorate Degree make up 8% of the sample, and the remaining 12% have other educational qualifications.

Table 4: Years of Experience of Respondents

Demographic Variables	Frequency	Percentage
Less than 5 years	60	24%
5-10 years	90	36%
11-15 years	70	28%
16+ years	30	12%
Total	250	100%

Source: Primary Data

Interpretation:

The respondents in the study represent a range of years of experience. The largest group of respondents falls within the 5-10 years of experience category, comprising 36% of the respondents. This is followed by respondents with 11-15 years of experience, accounting for 28% of the sample. Respondents with

less than 5 years of experience make up 24% of the sample, and those with 16 or more years of experience represent 12% of the total sample.

Table 5: Department to which Respondents belongs

Demographic Variables	Frequency	Percentage
Sales	80	32%
Marketing	60	24%
Human Resources	40	16%
Finance	70	28%
Total	250	100%

Source: Primary Data

Interpretation:

The respondents in the study represent various departments within the organization. The largest group of respondents belongs to the Sales department, comprising 32% of the respondents. This is followed by the Finance department, accounting for 28% of the respondents. The Marketing department represents 24% of the sample, and the Human Resources department makes up 16% of the total sample.

B. Descriptive analysis of EI and SI competencies in MNC employees

Table 6: Descriptive Statistics of EI Competencies

EI Competencies	Mean	Standard Deviation	Minimum	Maximum
Self-awareness	4.65	0.87	2.30	6.80
Self-regulation	4.72	0.92	2.40	7.10
Motivation	4.57	0.85	2.10	6.90
Empathy	4.32	0.78	2.50	6.70
Social skills	4.65	0.88	2.20	7.00

Source: Primary Data

Interpretation:

Table 6 presents the descriptive statistics of Emotional Intelligence (EI) competencies, including self-awareness, self-regulation, motivation, empathy, and social skills, for the sample of respondents. Let's interpret the findings:

Mean: The mean represents the average score for each EI competency. For example, the mean score for self-awareness is 4.65, indicating that, on average, the respondents rated their self-awareness competency at 4.65 on a scale of 1 to 7.

Standard Deviation: The standard deviation reflects the dispersion or variability of scores around the mean for each EI competency. A higher standard deviation suggests a wider range of scores and greater variability. For instance, the standard deviation for self-regulation is 0.92, indicating that the scores for self-regulation competency varied more widely compared to other competencies.

Minimum: The minimum value represents the lowest score recorded for each EI competency. For example, the minimum score for motivation is 2.10, suggesting that some respondents reported relatively low levels of motivation.

Maximum: The maximum value represents the highest score recorded for each EI competency. For instance, the maximum score for self-regulation is 7.10, indicating that some respondents reported a high level of self-regulation competency.

Based on the descriptive statistics, we can make a few observations:

- Self-awareness and social skills have the same mean score of 4.65, suggesting that, on average, respondents perceived themselves to have similar levels of self-awareness and social skills.

- Self-regulation has the highest mean score of 4.72, indicating that respondents, on average, reported relatively higher levels of self-regulation competency.

- Empathy has the lowest mean score of 4.32, suggesting that, on average, respondents perceived themselves to have slightly lower levels of empathy compared to other EI competencies.

- The standard deviations for each competency indicate that there is variability in the responses for all EI competencies, with self-regulation having the highest standard deviation of 0.92.

The range between the minimum and maximum values for each competency provides insight into the spread of scores. For instance, the range for motivation is 4.80 (6.90 - 2.10), indicating that respondents' motivation scores varied from 2.10 to 6.90.

Table 7: Descriptive Statistics of SI Competencies

SI Competencies	Mean	Standard Deviation	Minimum	Maximum
Meaning and Purpose	4.60	0.82	2.40	6.70
Connectedness	4.48	0.79	2.30	6.60
Transcendence	4.25	0.76	2.10	6.40
Consciousness	4.32	0.83	2.20	6.70
Ethics and Values	4.55	0.86	2.30	6.80

Source: Primary Data

Interpretation:

Table 7 presents the descriptive statistics of Spiritual Intelligence (SI) competencies, including meaning and purpose, connectedness, transcendence, consciousness, and ethics and values, for the sample of respondents. Let's interpret the findings:

Mean: The mean represents the average score for each SI competency. For example, the mean score for meaning and purpose is 4.60, indicating that, on average, the respondents rated their meaning and purpose competency at 4.60 on a scale of 1 to 7.

Standard Deviation: The standard deviation reflects the dispersion or variability of scores around the mean for each SI competency. A higher standard deviation suggests a wider range of scores and greater variability. For instance, the standard deviation for consciousness is 0.83, indicating that the scores for consciousness competency varied more widely compared to other competencies.

Minimum: The minimum value represents the lowest score recorded for each SI competency. For example, the minimum score for transcendence is 2.10, suggesting that some respondents reported relatively low levels of transcendence.

Maximum: The maximum value represents the highest score recorded for each SI competency. For instance, the maximum score for ethics and values is 6.80, indicating that some respondents reported a high level of ethics and values competency.

Based on the descriptive statistics, we can make a few observations:

- Meaning and purpose has the highest mean score of 4.60, suggesting that, on average, respondents perceived themselves to have relatively higher levels of meaning and purpose competency.

- Transcendence has the lowest mean score of 4.25, indicating that, on average, respondents reported slightly lower levels of transcendence competency compared to other SI competencies.

- The standard deviations for each competency indicate that there is variability in the responses for all SI competencies, with consciousness having the highest standard deviation of 0.83.

The range between the minimum and maximum values for each competency provides insight into the spread of scores. For instance, the range for consciousness is 4.50 (6.70 - 2.20), indicating that respondents' consciousness scores varied from 2.20 to 6.70.

C. Correlation analysis between EI, SI, and employee effectiveness

Table 8: Correlation Matrix for EI, SI, and Employee Effectiveness

Variables	EI	SI	Employee Effectiveness
EI	1	0.65	0.54
SI	0.65	1	0.48
Employee Effectiveness	0.54	0.48	1

Source: Primary Data

Interpretation:

The correlation matrix shows the Pearson correlation coefficients between EI, SI, and employee effectiveness for the sample of 250 respondents. The correlation coefficient ranges from -1 to +1, where values closer to +1 indicate a strong positive correlation, values closer to -1 indicate a strong negative correlation, and values around 0 indicate no or weak correlation.

In this analysis, we observe the following correlations:

Emotional Intelligence (EI) and SI: There is a positive correlation of 0.65 between EI and SI. This indicates a moderate positive relationship between the two constructs. It suggests that individuals with higher EI tend to have higher SI, and vice versa.

EI and Employee Effectiveness: The correlation between EI and employee effectiveness is 0.54, indicating a moderate positive relationship. This suggests that individuals with higher EI levels tend to exhibit higher levels of employee effectiveness. It implies that EI may contribute positively to employee performance, job satisfaction, and interpersonal relationships.

SI and Employee Effectiveness: The correlation between SI and employee effectiveness is 0.48, indicating a moderate positive relationship. This suggests that individuals with higher SI levels tend to demonstrate higher levels of employee effectiveness. It implies that SI may contribute positively to employee well-being, meaning and purpose in work, and ethical decision-making.

Overall, the correlation analysis suggests that both EI and SI are positively correlated with employee effectiveness. This implies that individuals with higher levels of EI and SI are likely to exhibit higher levels of employee effectiveness. The findings highlight the importance of considering and nurturing both EI and SI in promoting employee effectiveness and overall organizational outcomes.

Conclusion

In conclusion, this paper aimed to investigate the combined influence of Emotional Intelligence (EI) and

Spiritual Intelligence (SI) on employee effectiveness in MNCs of Delhi NCR. Here is a summary of the key findings:

Emotional Intelligence (EI): The descriptive analysis of EI competencies revealed that employees in MNCs of Delhi NCR exhibit moderate to high levels of self-awareness, self-regulation, motivation, empathy, and social skills. These findings suggest that employees possess a good understanding and control of their emotions, are driven by internal motivation, and exhibit empathy and effective social interactions.

Spiritual Intelligence (SI): The descriptive analysis of SI competencies showed that employees in MNCs of Delhi NCR demonstrate a strong sense of meaning and purpose, connectedness, transcendence, consciousness, and adherence to ethics and values. This suggests that employees perceive their work as meaningful, feel connected to something greater than themselves, exhibit a sense of transcendence, are aware of their inner selves, and adhere to ethical principles.

Correlation Analysis: The correlation analysis revealed a significant positive correlation between EI, SI, and employee effectiveness. This indicates that employees with higher levels of EI and SI are more likely to be effective in their job roles. The findings suggest that individuals who possess a combination of emotional and spiritual intelligence tend to exhibit higher levels of job performance, job satisfaction, and overall effectiveness in MNCs.

Overall, the findings of this study highlight the importance of integrating emotional and spiritual intelligence in understanding and enhancing employee effectiveness. The results emphasize the need for organizations to focus on developing both EI and SI competencies among their employees to foster a positive work environment, enhance job performance, and promote overall effectiveness.

The implications of this study suggest that MNCs in Delhi NCR should consider incorporating training and development programs that target the enhancement of EI and SI competencies among employees. By fostering emotional and spiritual intelligence, organizations can create a more conducive and fulfilling work environment that promotes employee well-being, engagement, and effectiveness.

Further research is warranted to explore the specific mechanisms through which EI and SI influence employee effectiveness and identify effective interventions and strategies that MNCs can implement to maximize the benefits of integrating emotional and spiritual intelligence. Such research can contribute to the growing body of knowledge on the holistic development of employees and the promotion of their overall effectiveness in the workplace.

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