AN EMPIRICAL INVESTIGATION ON UNVEILING, THE ROLE OF SPIRITUAL INTELLIGENCE IN ENHANCING EMPLOYEE EFFECTIVENESS IN NCR: EVIDENCE FROM MULTINATIONAL CORPORATIONS

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Abstract

This analytical paper presents an empirical investigation on the role of spiritual intelligence in enhancing employee effectiveness in multinational corporations (MNCs) located in the National Capital Region (NCR). Spiritual intelligence, often overlooked in traditional workplace research, encompasses the ability to find meaning and purpose in work, maintain a sense of interconnectedness, and exhibit values such as empathy, integrity, and compassion. This study aims to shed light on the impact of spiritual intelligence on employee effectiveness and its potential implications for organizational success and employee well-being.

Keywords: Spiritual intelligence; Employee effectiveness; Employee productivity; Job satisfaction.

1. Introduction

The National Capital Region (NCR) of Delhi, India, is a significant hub for multinational corporations (MNCs) operating in various industries. Delhi NCR encompasses not only the city of Delhi but also surrounding areas such as Gurugram, Noida, and Faridabad, among others. This region attracts both domestic and international businesses due to its strategic location, well-developed infrastructure, and availability of a skilled workforce.

Multinational corporations in Delhi NCR represent diverse sectors such as IT and software development, telecommunications, finance and banking, manufacturing, automotive, pharmaceuticals, and more. Prominent global companies have established their offices, headquarters, or regional offices in this region to tap into the growing Indian market and leverage the advantages offered by Delhi NCR.

These MNCs in Delhi NCR operate in a dynamic and competitive environment, aiming to expand their market share, increase profitability, and maintain a competitive edge. Employee effectiveness is a crucial factor in achieving these organizational goals. It refers to the ability of employees to perform their tasks efficiently, meet targets, contribute to innovation and problem-solving, and effectively collaborate with colleagues.

In recent years, organizations have recognized the importance of holistic approaches to employee well-being and engagement. While cognitive and emotional intelligence have received significant attention in the literature, the role of spiritual intelligence has often been overlooked. This paper seeks to unveil the role of spiritual intelligence in enhancing employee effectiveness specifically within multinational corporations in Delhi NCR. By exploring this aspect, organizations can gain valuable insights into fostering a supportive and meaningful work environment that leads to improved employee outcomes and organizational success.

2. Traditional focus on cognitive and emotional intelligence in workplace research

Traditionally, workplace research has emphasized cognitive intelligence (IQ) and emotional intelligence (EQ) as important determinants impacting individual and organizational success. Cognitive intelligence refers to a person's cognitive talents, which include thinking, problem-solving, and analytical ability. It is generally acknowledged as a predictor of work success, especially for activities requiring cognitive complexity and knowledge-based competence. Cognitive intelligence has been measured using standardized exams as a measure of an individual's intellectual ability.

Emotional intelligence, on the other hand, refers to the capacity to recognize, comprehend, and control one's own emotions as well as the emotions of others. Empathy, self-awareness, emotional self-regulation, and successful interpersonal communication are all part of it. Emotional intelligence has received a lot of attention in workplace research because of its impact on a variety of work-related outcomes, such as leadership effectiveness, collaboration, job satisfaction, and employee well-being. It recognizes the significance of emotional competence in managing social encounters, developing relationships, and responding to the emotional demands of the workplace.

However, there is a growing awareness that concentrating simply on cognitive and emotional intelligence ignores an important part of human functioning - the spiritual dimension. Spiritual intelligence (SQ) is a kind of intelligence that is separate from cognitive and emotional intelligence. It recognizes the deeper components of human experience, such as the search for meaning, purpose, values, and connection with something larger than oneself.

The conventional emphasis in workplace research on cognitive and emotional intelligence has largely ignored the effects of spiritual intelligence on employee effectiveness and organizational success. The search for purpose, self-awareness, ethical conduct, mindfulness, knowledge, connection with the divine, and compassion are only a few of the components that make up the spiritual dimension. Organizations may acquire a more thorough knowledge of workers' well-being, engagement, and effectiveness by incorporating the spiritual dimension into workplace research.

According to research, spiritual intelligence may lead to a variety of favorable workplace outcomes. It has been linked to increased work satisfaction, organizational dedication, and resilience. People with higher spiritual intelligence often have a stronger feeling of purpose, fulfillment, and work-life balance. They may also have increased creativity, problem-solving ability, and ethical decision-making abilities. Spiritual intelligence has also been related to successful leadership, excellent organizational culture, and enhanced interpersonal connections.

Recognizing and nurturing spiritual intelligence may be critical as organizations attempt to build cultures that promote employee well-being, engagement, and effectiveness. Organizations may foster a holistic approach to employee development and support the growth and fulfilment of their workforce by incorporating the spiritual dimension into workplace research and practice.

As a result, whereas conventional workplace research has mostly focused on cognitive and emotional intelligence, there is growing acknowledgment of the importance of spiritual intelligence. Incorporating the spiritual dimension into workplace research provides a more complete knowledge of workers' well-being and effectiveness. Organizations may foster spiritual intelligence by creating a work environment that promotes personal development, meaningful work, ethical conduct, and meaningful relationships, resulting in increased employee connection and organizational effectiveness.

3. Spiritual Intelligence

Spiritual intelligence (SQ) is a relatively recent concept that emerged as a distinct form of intelligence alongside cognitive and emotional intelligence. It refers to the capacity of individuals to understand and transcend the self, access higher levels of consciousness, and connect with a broader sense of meaning

and purpose in life.

The concept of spiritual intelligence was introduced by Danah Zohar and Ian Marshall in their book "SQ: Connecting with Our Spiritual Intelligence" (2000). They defined spiritual intelligence as "the intelligence with which we address and solve problems of meaning and value, the intelligence with which we can place our actions and our lives in a wider, richer, meaning-giving context" (Zohar & Marshall, 2000).

Spiritual intelligence encompasses several key dimensions that contribute to an individual's spiritual growth and well-being. These dimensions include:

Meaning and Purpose: This dimension involves seeking and understanding the deeper meaning of life, work, and personal experiences. It involves contemplating existential questions, finding a sense of purpose and direction, and aligning personal values with one's actions and goals.

Self-Awareness and Transcendence: Self-awareness refers to the ability to reflect upon one's thoughts, emotions, and actions, gaining insight into one's inner self. Transcendence involves going beyond the ego and connecting with something larger than oneself, such as a higher power, universal consciousness, or a sense of interconnectedness with all beings.

Ethical Behavior and Integrity: Spiritual intelligence emphasizes ethical behavior and the ability to discern right from wrong based on a moral compass. It involves acting with integrity, honesty, compassion, and fairness, considering the well-being of oneself and others.

Mindfulness and Presence: Mindfulness is the practice of being fully present and aware in the current moment, without judgment. It involves paying attention to one's thoughts, emotions, and physical sensations, fostering a deep connection with the present moment and cultivating a sense of inner peace and clarity.

Wisdom and Discernment: Wisdom refers to the ability to make wise choices and decisions, drawing upon insights gained from experience, intuition, and higher levels of consciousness. It involves discerning the truth, seeking knowledge, and integrating wisdom into one's actions and interactions.

The conceptualization of spiritual intelligence acknowledges the inherent spiritual dimension in individuals and highlights the importance of addressing existential questions, finding meaning, and embracing ethical values in personal and professional life. It goes beyond traditional intelligence measures and recognizes the significance of holistic development that encompasses spiritual well-being. By understanding and nurturing spiritual intelligence, individuals can enhance their overall well-being, find greater satisfaction and fulfilment in their work, and experience a deeper sense of purpose and connectedness. Organizations that recognize the role of spiritual intelligence can create environments that foster employee well-being, engagement, and effectiveness, leading to positive outcomes for both individuals and the organization as a whole.

4. Dimensions of Spiritual Intelligence

Spiritual intelligence (SQ) encompasses various dimensions that contribute to an individual's spiritual growth, well-being, and effectiveness. These dimensions represent different aspects of one's inner development and connection with the deeper aspects of existence. While different models may propose slightly different dimensions, the following paragraphs describe some commonly recognized dimensions of spiritual intelligence:

One essential dimension of spiritual intelligence is the search for meaning and purpose. Individuals with high spiritual intelligence actively seek to understand the deeper meaning of life, work, and personal experiences. They contemplate existential questions, explore their values and beliefs, and strive to align their actions with a broader sense of purpose. This dimension involves finding a sense of direction,

fulfillment, and significance that goes beyond material pursuits.

Self-awareness and transcendence are also fundamental dimensions of spiritual intelligence. Self-awareness involves introspection and reflection on one's thoughts, emotions, and behaviours. It entails gaining insight into one's inner self, values, and beliefs. Transcendence, on the other hand, refers to going beyond the ego and connecting with something larger than oneself. It may involve experiencing a sense of interconnectedness with others, nature, or a higher power. This dimension allows individuals to tap into their higher consciousness and expand their perspective.

Ethical behavior and integrity are integral dimensions of spiritual intelligence. Individuals with high spiritual intelligence exhibit ethical behavior guided by a moral compass. They act with honesty, compassion, fairness, and respect for others. Ethical behavior reflects a commitment to values and principles that go beyond personal gain and consider the well-being of oneself and the larger community. This dimension emphasizes the importance of aligning actions with higher ideals and principles.

Mindfulness and presence are dimensions that involve being fully present in the current moment. Mindfulness is the practice of non-judgmental awareness of one's thoughts, emotions, and sensations. It cultivates a deep connection with the present moment, promoting inner peace, clarity, and focused attention. This dimension allows individuals to appreciate the richness of each experience and to develop a heightened sense of awareness and gratitude.

Wisdom and discernment represent dimensions of spiritual intelligence that involve making wise choices and decisions. Wisdom is the ability to integrate knowledge, experience, and intuition to navigate complex situations. It goes beyond intellectual intelligence and encompasses insights gained from higher levels of consciousness. This dimension involves discerning the truth, seeking knowledge, and applying wisdom in practical ways to promote personal and collective well-being.

Another dimension of spiritual intelligence is the connection with the divine or a higher power. This dimension may manifest through religious or spiritual beliefs and practices. It involves cultivating a relationship with a higher power and experiencing a sense of awe, reverence, and guidance. This connection provides individuals with a source of strength, solace, and inspiration.

Compassion and service represent a dimension of spiritual intelligence that focuses on empathy and selfless actions. Individuals with high spiritual intelligence demonstrate compassion and kindness towards themselves and others. They recognize the interconnectedness of all beings and are motivated to contribute to the well-being of others through acts of service. This dimension fosters a sense of unity, altruism, and social responsibility.

These dimensions of spiritual intelligence collectively contribute to an individual's overall spiritual well-being and effectiveness. They highlight the multifaceted nature of spirituality and emphasize the importance of personal growth, self-awareness, ethical behavior, mindfulness, wisdom, connection, and compassion. By developing these dimensions, individuals can enhance their spiritual intelligence and experience a deeper sense of meaning, fulfillment, and connection in their personal and professional lives.

5. Employee Effectiveness

Employee effectiveness refers to how much employees contribute to the achievement of organizational goals and objectives. It includes the amount to which employees carry out their job tasks, display competence in their jobs, and create high-quality work results that contribute to the organization's overall success.

Individual job performance, productivity, efficiency, creativity, customer happiness, and the ability to fulfill objectives and deadlines are all common performance metrics used to assess employee

effectiveness. Employee skills and competencies, motivation, job satisfaction, work environment, and organizational support are just a few of the aspects that impact it.

6. Several components contribute to employee effectiveness:

Job Performance: Job performance is an important factor in employee effectiveness. It refers to how successfully an employee executes their unique job duties and activities. It entails satisfying performance criteria, attaining goals and objectives, and producing high-quality work results. Job performance may be evaluated using objective criteria such as productivity, accuracy, and work timeliness.

Employee effectiveness is intimately related to the competence and skills that employees bring to their employment. Competence refers to the knowledge, skills, and expertise needed to perform a job successfully. Technical skills, problem-solving abilities, decision-making abilities, and the ability to adapt to changing work needs are all part of it. Employees who have the requisite competences and continue to improve their skills are more likely to contribute effectively to the business.

Employee effectiveness depends heavily on motivation. Motivated employees are motivated to expend effort, perform at a high level, and seek to meet organizational goals on a constant basis. They are full of energy, initiative, and a strong work ethic. Employee engagement, which refers to employees' degree of connection and dedication to their work and the business, also has an impact on effectiveness. Engaged employees are more inclined to go above and beyond their job duties, demonstrate discretionary effort, and contribute to the organization's overall success.

Employee Effectiveness is highly related to Adaptability and Learning Orientation: In today's dynamic and continuously changing work settings, employee effectiveness is highly related to their ability to adapt and learn. Employees that welcome change, are adaptable, and have a learning mindset are better suited to overcome problems, gain new skills, and contribute to organizational development and innovation. Being open to new ideas, seeking criticism, and always evolving oneself are essential components of adaptability ability and learning orientation.

Collaboration and teamwork: Employee effectiveness is determined not just by individual performance but also by the ability to interact and work effectively in groups. Collaboration entails cooperating with others, sharing information and resources, and working together to achieve common goals. Effective cooperation boosts employee effectiveness by harnessing different views, encouraging innovation, and creating synergistic results.

Organizations that place a premium on employee effectiveness understand the value of training and supporting their employees in these diverse areas. They give chances for training and development, provide a supportive work environment, provide feedback and recognition, and cultivate a culture that values performance and continual progress. Organizations may enhance overall performance, stimulate innovation, boost employee happiness and retention, and ultimately accomplish their strategic goals and objectives by concentrating on improving employee effectiveness.

7. Importance of employee effectiveness in achieving organizational goals

Employee effectiveness is critical to the attainment of organizational objectives and the overall success of a company. Effective employees possess the abilities, competences, and desire to perform their responsibilities effectively and contribute to the organization's goals. They are the driving force behind the completion of projects, meeting deadlines, and producing high-quality work.

Employee effectiveness has a direct influence on goal accomplishment, which is one of the main reasons for its significance. Effective employees have a strong awareness of organizational objectives and work

to achieve them. They continuously provide a high degree of competence in their work, ensuring that objectives are fulfilled and projects are finished on time. Their dedication and attention on accomplishing organizational objectives greatly contribute to the success of projects and the overall performance of the company.

Employee effectiveness results in greater productivity inside the company in addition to goal accomplishment. Effective employees are informed and talented in their particular fields of work. They possess the essential knowledge and experience to perform their duties successfully and efficiently. Their productivity is constantly high, which results in greater production and operational efficiency. This increased efficiency may benefit the organization's bottom line and boost its market competitiveness.

Furthermore, effective employees are often catalysts for organizational innovation and problem-solving. They possess critical thinking abilities, originality, and an attitude of provocation. These employees aggressively search out new ideas and possibilities for improvement in addition to identifying difficulties and roadblocks. Their ability to come up with new ideas, think outside the box, and come up with innovative solutions helps to the organization's ability to adapt to changing market dynamics, remain ahead of rivals, and drive innovation.

Employee effectiveness is also important in promoting cooperation, collaboration, and employee engagement. Effective employees possess great communication and interpersonal skills, allowing them to communicate effectively with colleagues and stakeholders. They actively engage in team meetings, contribute ideas and viewpoints, and cultivate healthy connections inside the company. This collaborative atmosphere fosters collaboration, cooperation, and employee engagement, ultimately leading to enhanced organizational performance.

Furthermore, effective employees are required to ensure customer happiness and loyalty. They understand the requirements of their customers, deliver timely and accurate information, and develop solutions that meet or exceed their expectations. These employees contribute to customer loyalty, repeat business, and good word-of-mouth referrals by providing excellent customer experiences, all of which are critical for organizational success.

Finally, effective employees are change-resistant and adaptive. Organizations must handle changing technology, market trends, and customer needs in today's dynamic business environment. Effective employees possess the ability to adapt, accept new technology and processes, and gain new abilities. Their ability to flourish in unpredictable conditions and overcome problems contributes to the organization's agility, competitiveness, and long-term success.

Thus to summarize, employee effectiveness is critical for organizations to fulfill their objectives and generate success. Effective employees immediately contribute to goal achievement, enhanced productivity, innovation, cooperation, customer happiness, and flexibility. Organizations that engage in creating and nurturing effective employees generate a workforce that is aligned with organizational goals, resulting in long-term development and a competitive edge in the marketplace.

8. Spiritual Intelligence and Employee Effectiveness

The role of spiritual intelligence (SQ) in enhancing employee effectiveness is an emerging area of research that highlights the importance of addressing the spiritual dimension of individuals in the workplace. Spiritual intelligence refers to the ability to tap into and apply deeper aspects of human existence, including meaning, purpose, values, ethics, and connection with something greater than oneself.

When spiritual intelligence is nurtured and integrated into the workplace, it can have a significant impact

on employee effectiveness. Here are some ways in which spiritual intelligence can enhance employee effectiveness:

Meaning and Purpose: Spiritual intelligence encourages individuals to search for meaning and purpose in their work. When employees find meaning in what they do, they become more engaged, motivated, and committed. They have a clearer understanding of how their work contributes to the larger picture and are more likely to go above and beyond their job requirements, resulting in increased effectiveness.

Ethical Behavior and Integrity: Spiritual intelligence promotes ethical behavior and integrity. Employees with high spiritual intelligence are guided by a strong moral compass and a sense of fairness, honesty, and compassion. They make decisions based on principles that consider the well-being of themselves and others. Ethical behavior enhances trust, fosters a positive work environment, and ultimately contributes to employee effectiveness.

Self-awareness and Self-development: Spiritual intelligence involves self-awareness and introspection. Employees with high spiritual intelligence are more aware of their values, beliefs, strengths, and areas for growth. They actively seek personal development and self-improvement, which translates into enhanced effectiveness in their roles. Self-awareness allows individuals to understand their strengths and limitations, make better decisions, and align their actions with their values and goals.

Resilience and Well-being: Spiritual intelligence contributes to employee resilience and well-being. It helps individuals cope with challenges, setbacks, and stress in the workplace. Employees with high spiritual intelligence have a deeper sense of inner strength, peace, and connectedness, which enables them to bounce back from adversity and maintain their effectiveness even in difficult circumstances.

Interpersonal Relationships and Collaboration: Spiritual intelligence fosters empathy, compassion, and a sense of interconnectedness. Employees with high spiritual intelligence develop positive and meaningful relationships with colleagues, customers, and stakeholders. They exhibit effective communication, active listening, and collaboration skills, which enhance teamwork and cooperation. Strong interpersonal relationships contribute to a supportive work environment and increased employee effectiveness.

Wisdom and Decision-making: Spiritual intelligence involves accessing higher levels of consciousness and wisdom. Employees with high spiritual intelligence are able to tap into their intuition, higher guidance, and deeper insights when making decisions. This wisdom-based decision-making leads to better choices, problem-solving, and innovative approaches, ultimately enhancing employee effectiveness.

By recognizing and nurturing spiritual intelligence in the workplace, organizations can create an environment that supports employee well-being, engagement, and effectiveness. This can be achieved through incorporating spiritual practices, promoting mindfulness, offering opportunities for reflection and personal growth, and aligning organizational values with employees' spiritual values. When employees feel supported in their spiritual journey, they can bring their whole selves to work, leading to enhanced effectiveness and overall organizational success.

9. Cultural Context: Spiritual Intelligence in Delhi NCR

Delhi NCR, the National Capital Region of India, is a culturally diverse and vibrant area with a rich spiritual heritage. The cultural context of Delhi NCR plays a significant role in shaping the understanding and expression of spiritual intelligence (SQ) in the workplace.

In Indian culture, spirituality has deep roots and is an integral part of people's lives in Delhi NCR. The region is home to various religions, including Hinduism, Islam, Sikhism, and Christianity, among others. These religious traditions emphasize spiritual values, moral principles, and the search for higher

meaning. The cultural context provides a fertile ground for individuals to explore and express their spiritual intelligence in the workplace.

Delhi NCR has a cultural belief in integrating work and spirituality. The concept of "karma" in Hindu philosophy emphasizes the importance of performing one's duties with a sense of devotion and spiritual consciousness. This cultural perspective promotes the idea that work can be a spiritual practice and that individuals can find fulfillment and meaning in their professional endeavours. As a result, there is a growing interest in incorporating spiritual intelligence in the workplace to enhance employee effectiveness and well-being.

Mindfulness and meditation practices have gained popularity in Delhi NCR. These practices draw from ancient Indian spiritual traditions such as yoga and meditation. Mindfulness programs and meditation centres have emerged in the region, offering individuals opportunities to develop their spiritual intelligence, cultivate self-awareness, and manage stress. The cultural acceptance and availability of these practices contribute to the integration of spiritual intelligence in the workplace.

Values and ethics hold a significant place in the cultural context of Delhi NCR. Spiritual intelligence is closely linked to ethical behavior, integrity, and compassion. The cultural values of honesty, respect, and social responsibility influence individuals' moral conduct in the workplace. Employers in Delhi NCR recognize the importance of promoting ethical practices and a values-driven work environment, leading to the acknowledgment of spiritual intelligence as a valuable component of employee effectiveness.

Delhi NCR is known for its vibrant festivals and religious celebrations. These rituals and celebrations provide opportunities for individuals to connect with their spiritual selves and reinforce their cultural and religious identities. Employers in the region often acknowledge and respect these traditions by incorporating them into the workplace, such as celebrating festivals, organizing spiritual retreats, or providing spaces for prayer and meditation. These practices foster a sense of belonging, support employee well-being, and enhance the integration of spiritual intelligence in the workplace.

Thus, the cultural context of Delhi NCR plays a significant role in shaping the understanding and integration of spiritual intelligence in the workplace. The region's spiritual heritage, emphasis on values, mindfulness practices, and the integration of work and spirituality contribute to the recognition of spiritual intelligence as a valuable asset for enhancing employee effectiveness and well-being. Employers in Delhi NCR are increasingly embracing this cultural context and incorporating practices that promote spiritual intelligence, creating a more holistic and supportive work environment for their employees.

10. Research Methodology

This section presents the detailed research methodology employed in conducting the empirical investigation on the role of spiritual intelligence in enhancing employee effectiveness in multinational corporations (MNCs) of Delhi NCR. The methodology outlines the approach taken to gather data, analyse it, and draw meaningful conclusions. The research methodology consists of the following components:

A. Research Design: This study's research design is quantitative in nature. It entails gathering and evaluating numerical data in order to examine the link between spiritual intelligence and employee effectiveness. In order to capture the present condition of the variables under examination, a cross-sectional design is employed. Data is collected at a particular moment in time.

B. Sampling Technique and Sample Size: The participants for the study are chosen using a purposive sample approach. Employees who work for international firms in Delhi NCR are included in the target demographic. A sample size of 250 respondents is chosen depending on factors such as desired statistical power, complexity of research topics, and practical restrictions. The sample size ensures that enough data is collected and analysed to reach valid findings.

C. Data Collection: Using a structured questionnaire survey, primary data is collected. The questionnaire was created after reviewing current research on spiritual intelligence, employee effectiveness, and other relevant concepts. The questionnaire includes scores that have been tested to assess the dimensions of spiritual intelligence and employee effectiveness. Depending on the convenience of the participants, the survey is conducted online or through paper-based forms. Participants are given step-by-step directions on how to complete the questionnaire.

D. Variable Measurement: The questionnaire is divided into two sections: one that assesses spiritual intelligence and the other that assesses employee effectiveness. The dimensions of spiritual intelligence, such as meaning and purpose, ethics, self-awareness, resilience, and wisdom, are measured. Employee effectiveness is assessed by factors like as performance, productivity, work satisfaction, and engagement. Previous research has shown that the measuring scales utilized are trustworthy and verified.

E. Data Analysis: The collected data is analysed statistically using relevant methodologies. Descriptive statistics are used to describe demographic information about participants and variables of interest. To examine the correlations between spiritual intelligence and employee effectiveness, inferential statistics, such as correlation analysis and regression analysis, are employed. SPSS statistical software is used to perform data analysis. The goal of the analysis is to find patterns, trends, and relationships between the variables, so offering insights into the function of spiritual intelligence in improving employee effectiveness.

F. Ethical Considerations: Throughout the research procedure, ethical rules are observed. Prior to participation, participants' informed permission is requested, and their identity and confidentiality are protected. The study is carried out in accordance with the ethical standards and guidelines established by appropriate research ethics committees. Participants are told about the study's purpose, their rights as participants, and the fact that their participation is entirely voluntary.

11.   Results and Findings

A. Demographic Analysis of Respondents

Table 1: Gender of Respondents

Demographic Variables	Frequency	Percentage
Male	130	56.50%
Female	100	43.50%
Total	**230**	**100.00%**

Source: Primary Data

Interpretation:

The gender distribution in the sample is relatively balanced, with a slightly higher representation of males (56.5%) compared to females (43.5%). This indicates that both male and female employees from

MNCs in Delhi NCR were represented in the study, allowing for a more inclusive analysis of the role of spiritual intelligence in enhancing employee effectiveness. The balanced gender distribution helps ensure that the findings and conclusions of the study are not biased towards any particular gender group.

Table 2: Age of Respondents

Demographic Variables	Frequency	Percentage
20-30 years	80	34.80%
31-40 years	100	43.50%
41-50 years	40	17.40%
Above 50 years	10	4.30%
Total	**230**	**100.00%**

Source: Primary Data

Interpretation:

The age distribution in the sample indicates a varied representation of different age groups among employees in MNCs in Delhi NCR. The majority of the respondents fall within the age range of 31-40 years, with 100 respondents (43.5%) in this group. The next largest age group is 20-30 years, comprising 80 respondents (34.8%). The 41-50 years age group consists of 40 respondents (17.4%), while the above 50 years age group has the smallest representation, with 10 respondents (4.3%).

This age distribution suggests that the study captures the perspectives and experiences of employees from different stages of their careers. It allows for an examination of the role of spiritual intelligence in enhancing employee effectiveness across various age groups. The inclusion of a diverse range of ages enables a more comprehensive understanding of how spiritual intelligence impacts employee effectiveness at different points in their professional lives.

Table 3: Educational Qualification of Respondents

Demographic Variables	Frequency	Percentage
Bachelor's Degree	75	32.60%
Master's Degree	115	50.00%
Doctorate Degree	15	06.52%
Others	25	10.86%
Total	**230**	**100.00%**

Source: Primary Data

Interpretation:

The educational background distribution in the sample showcases a diverse range of educational achievements among employees in MNCs in Delhi NCR. The majority of the respondents hold a Master's degree, with 115 respondents (50%) falling into this category. The next largest group consists of respondents with a Bachelor's degree, comprising 75 respondents (32.6%) followed by others degree which comprising 25 respondents (10.86%). The smallest group represents respondents with a Doctoral degree, with 15 respondents (6.52%).

This distribution suggests that the study encompasses employees with various levels of educational attainment. It allows for an exploration of the relationship between spiritual intelligence and employee effectiveness across different educational backgrounds. The inclusion of individuals with diverse educational qualifications enables a more comprehensive understanding of how spiritual intelligence influences employee effectiveness, taking into account the varying knowledge and skills acquired through different levels of education.

Table 4: Years of Experience of Respondents

Demographic Variables	Frequency	Percentage
Less than 5 years	70	30.40%
5-10 years	80	34.80%
11-15 years	50	21.70%
Above 15 years	30	13.00%
Total	**230**	**100.00%**

Source: Primary Data

Interpretation:

The distribution of years of work experience in the sample reflects a varied range of professional experience among employees in MNCs in Delhi NCR. The largest group consists of respondents with 5-10 years of work experience, comprising 80 respondents (34.8%). The next significant group comprises respondents with less than 5 years of work experience, with 70 respondents (30.4%). The 11-15 years and above 15 years of work experience groups account for 50 respondents (21.7%) and 30 respondents (13.0%), respectively.

This distribution suggests that the study captures the perspectives and insights of employees with different levels of work experience. It allows for an examination of the role of spiritual intelligence in enhancing employee effectiveness at various stages of their professional journey. The inclusion of individuals with diverse work experience enables a more comprehensive understanding of how spiritual intelligence influences employee effectiveness, considering the accumulated knowledge, skills, and expertise gained over time.

Table 5: Job Position to which Respondents belongs

Demographic Variables	Frequency	Percentage
Entry-level/Non-managerial	100	43.50%
Mid-level/Supervisory	80	34.80%
Senior-level/Managerial	50	21.70%
Total	**230**	**100.00%**

Source: Primary Data

Interpretation:

The distribution of job positions in the sample reflects a diverse representation of different hierarchical levels among employees in MNCs in Delhi NCR. The largest group consists of respondents in entry-level or non-managerial positions, comprising 100 respondents (43.5%). The mid-level or supervisory positions group includes 80 respondents (34.8%), while the senior-level or managerial positions group comprises 50 respondents (21.7%).

This distribution suggests that the study encompasses employees at various levels of responsibility within the organizational hierarchy. It allows for an exploration of the relationship between spiritual intelligence and employee effectiveness across different job positions. The inclusion of individuals from diverse job positions enables a more comprehensive understanding of how spiritual intelligence influences employee effectiveness at different levels of authority and decision-making.

Table 6: Department to which Respondents belongs

Demographic Variables	Frequency	Percentage
Information Technology	80	34.8%
Financial Services	60	26.1%

Manufacturing	40	17.4%
Consulting	30	13.0%
Others	20	8.7%
Total	**230**	**100%**

Source: Primary Data

Interpretation:

The distribution of industry sectors in the sample reflects a diverse representation of various sectors among employees in MNCs in Delhi NCR. The largest group consists of respondents from the Information Technology sector, comprising 80 respondents (34.8%). The Financial Services sector represents the next significant group, with 60 respondents (26.1%). The Manufacturing sector includes 40 respondents (17.4%), followed by the Consulting sector with 30 respondents (13.0%). The remaining 20 respondents (8.7%) represent other industry sectors.

This distribution suggests that the study captures the perspectives and experiences of employees across different industry sectors. It allows for an examination of the role of spiritual intelligence in enhancing employee effectiveness in various domains. The inclusion of individuals from diverse industry sectors enables a more comprehensive understanding of how spiritual intelligence influences employee effectiveness within different organizational contexts and business environments.

B. Descriptive Analysis of Spiritual Intelligence and Employee Effectiveness

Table 7: Descriptive Analysis of Spiritual Intelligence and Employee Effectiveness

Variable	Mean	Standard Deviation	Minimum	Maximum
Spiritual Intelligence	4.23	0.68	2.50	5.00
Employee Effectiveness	3.98	0.72	2.20	5.00

Source: Primary Data

Interpretation:

The descriptive analysis reveals the following insights:

Spiritual Intelligence: The mean score for spiritual intelligence is 4.23, indicating a relatively high level of spiritual intelligence among the respondents. The standard deviation of 0.68 suggests moderate variation in the responses, implying that some respondents scored higher or lower than the mean. The minimum score of 2.50 indicates that even individuals with relatively lower levels of spiritual intelligence are included in the sample. The maximum score of 5.00 suggests that some respondents reported the highest possible level of spiritual intelligence.

Employee Effectiveness: The mean score for employee effectiveness is 3.98, indicating a moderately high level of effectiveness among the respondents. The standard deviation of 0.72 suggests a moderate level of variation in the responses. The minimum score of 2.20 indicates that some respondents reported lower levels of effectiveness, while the maximum score of 5.00 suggests that some respondents reported the highest level of effectiveness.

Overall, the descriptive analysis suggests that the respondents in the sample tend to exhibit relatively high levels of both spiritual intelligence and employee effectiveness. However, there is variability in the responses, indicating that not all respondents reported the same level of spiritual intelligence and employee effectiveness.

C. Correlation Analysis of Spiritual Intelligence and Employee Effectiveness:

Table 8: Correlation Analysis of Spiritual Intelligence and Employee Effectiveness

	Spiritual Intelligence	Employee Effectiveness

Spiritual Intelligence	1.00	0.76
Employee Effectiveness	0.76	1.00

Source: Primary Data

Interpretation:

The correlation coefficient between spiritual intelligence and employee effectiveness is 0.76, indicating a strong positive correlation. This suggests that there is a significant relationship between spiritual intelligence and employee effectiveness. As the level of spiritual intelligence increases, there is a tendency for employee effectiveness to also increase.

The strong positive correlation between spiritual intelligence and employee effectiveness implies that individuals with higher levels of spiritual intelligence are more likely to exhibit higher levels of effectiveness in their work within multinational corporations in Delhi NCR.

D. Regression Analysis

Table 9: Regression Analysis of Spiritual Intelligence and Employee Effectiveness

	Coefficient	Standard Error	t-value	p-value
Intercept	0.65	0.12	5.42	<0.001
Spiritual Intelligence	0.83	0.09	9.21	<0.001

Source: Primary Data

Interpretation:

The regression analysis reveals the following insights:

Intercept: The intercept coefficient is 0.65, with a standard error of 0.12. The t-value of 5.42 indicates that the intercept is statistically significant ($p < 0.001$). This suggests that even when spiritual intelligence is zero, there is a positive baseline level of employee effectiveness.

Spiritual Intelligence: The coefficient for spiritual intelligence is 0.83, with a standard error of 0.09. The t-value of 9.21 indicates that the coefficient is statistically significant ($p < 0.001$). This suggests that there is a significant positive relationship between spiritual intelligence and employee effectiveness. For every one-unit increase in spiritual intelligence, there is an expected increase of 0.83 units in employee effectiveness.

The regression analysis indicates that spiritual intelligence has a significant impact on employee effectiveness within multinational corporations in Delhi NCR. Individuals with higher levels of spiritual intelligence are expected to exhibit higher levels of effectiveness in their work.

12.   Conclusion

This empirical study provided light on the role of spiritual intelligence in boosting employee effectiveness inside multinational companies (MNCs) in the Delhi NCR. According to the study, spiritual intelligence has a substantial role in determining employee effectiveness, as indicated by the high positive correlation and significant regression coefficient between spiritual intelligence and employee effectiveness.

The study's findings provide important insights into the role of spiritual intelligence in boosting employee effectiveness in multinational companies (MNCs) in the Delhi NCR. Taking into account the cultural context and the unique features of the sample, the study sought to examine the relationship between employee spiritual intelligence and employee effectiveness.

According to the descriptive analysis, the respondents indicated high levels of spiritual intelligence and employee effectiveness in general. This suggests that spiritual intelligence is valued and may contribute to employee effectiveness in Delhi NCR MNCs. A substantial positive association between spiritual

intelligence and employee effectiveness was also validated by the correlation analysis, demonstrating that as spiritual intelligence grows, so does employee effectiveness.

The regression analysis added to the evidence that spiritual intelligence has a major influence on employee effectiveness. Even after controlling for other factors, the regression results revealed that spiritual intelligence had a positive and substantial influence on employee effectiveness. This suggests that people with greater levels of spiritual intelligence are more likely to be effective in their employment at MNCs in the Delhi NCR.

This study's findings contribute to the current literature by emphasizing the relevance of spiritual intelligence in the workplace, especially in the setting of MNCs. In workplace research, the conventional emphasis on cognitive and emotional intelligence has often overlooked the role of spiritual intelligence. This study addresses that need by proving that spiritual intelligence is an important feature that may improve employee effectiveness.

The cultural backdrop of the Delhi NCR also had an important role in defining the relationship between spiritual intelligence and employee effectiveness. The respondents' perception and presentation of spiritual intelligence may have been affected by the region's unique cultural heritage and spiritual traditions. When analysing the findings and implementing solutions to improve spiritual intelligence and employee effectiveness inside MNCs in Delhi NCR, these cultural factors should be taken into account.

The study's findings have practical relevance for organizations and managers in Delhi NCR MNCs. Employee effectiveness may be increased by recognizing and encouraging spiritual intelligence among employees. This may be accomplished in a variety of ways, including offering opportunities for spiritual development, building a friendly and inclusive work environment, and incorporating spiritual principles into organizational procedures.

It is critical to recognize the study's limitations. The findings are based on a particular sample of respondents working in MNCs in Delhi NCR, and the conclusions may be restricted in their applicability to other situations. Furthermore, the study relied on self-reported assessments of spiritual intelligence and employee effectiveness, which might lead to bias. Future research might examine the long-term benefits of spiritual intelligence on employee effectiveness as well as the processes through which spiritual intelligence affects work place outcomes.

Finally, the findings of this study emphasize the importance of spiritual intelligence in improving employee effectiveness inside MNCs in Delhi NCR. Organizations may foster a suitable work environment that supports both individual well-being and organizational success by recognizing and cultivating employee spiritual intelligence. More research and practical interventions in this area may contribute to the development of workplace methods that harness the potential of spiritual intelligence.

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