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The Role of Spiritual Intelligence in Shaping Employee Effectiveness in Kerala's It Industry

DIVYA CHANDRAN[1], DR. P. VIJAYASHREE[2]
[1]*Research Scholar, Department of Commerce, Vels Institute of Science and Technology (Vistas), Pallavaram, Chennai*
[2]*Assistant Professor, Department of Commerce, Vels Institute of Science and Technology (VISTAS), Pallavaram, Chennai*

Abstract- ***This study examines the role of spiritual intelligence in shaping employee effectiveness in the IT sector of Kerala. In today's competitive knowledge-driven economy, employee effectiveness is a critical determinant of organizational success. While technical skills and cognitive intelligence have long been recognized, the influence of spiritual intelligence on workplace outcomes has received growing academic attention. Using a sample of 115 IT professionals, data were collected through a structured questionnaire covering demographic variables, spiritual intelligence constructs, and employee performance measures. Reliability and validity were confirmed through Cronbach's alpha and exploratory factor analysis, while regression analysis was employed to test the relationship between spiritual intelligence and employee effectiveness. The findings reveal that spiritual intelligence dimensions such as self-awareness, meaning-making, empathy, and conscious decision-making significantly influence employee adaptability, commitment, problem-solving ability, and interpersonal effectiveness. The study concludes that spiritual intelligence is not only a personal attribute but also a professional competency that enhances workplace performance. The results suggest that IT organizations in Kerala should integrate spiritual development practices—such as mindfulness training and value-based leadership—into HR strategies to improve employee well-being and productivity. This research contributes to the growing body of literature on workplace spirituality and provides practical insights for fostering sustainable employee performance in the IT industry.***

Indexed Terms- ***Spiritual Intelligence, Employee Effectiveness, IT Sector, Kerala, Workplace Performance, Mindfulness, Organizational Success.***

I. INTRODUCTION

In today's dynamic and competitive business environment, organizations are now recognizing the need to go one step ahead of the usual measures of intelligence, such as Intelligence Quotient (IQ) and Emotion Intelligence (EI), for ensuring sustainable worker's performance. One such emerging parameter is Spiritual Intelligence (SI) that stresses values, meaning, integrity, purpose, and holistic well-being in the workplace. IQ is related to analytical capability, whereas EI deals with the interpersonal understanding of others; SI is about aligning one's subconscious with higher values and using this alignment to direct behavior, decision-making, and interaction at work.

The Information Technology sector in Kerala, fast growing and contributing highly to the state's economy, has been marked by high work demands and pressures, technological dynamism, and fiercer worldwide competition. Employees working in the sector typically find it hard to manage work-life balance with long working hours, stress, and continuous upskilling demands. Employee productivity, adaptability, creativity, and commitment are essential to make the organization succeed. Recent research supports that an individual with spiritual intelligence could build resilience, problem-solving capabilities, ethical decision-making skills, and interpersonal relationships, which altogether serve as mediums to engender workplace effectiveness.

Given Kerala's unique socio-cultural backdrop wherein spirituality and holistic living have been intrinsic country-wide concepts, this particular sphere of information technology provides a fertile ground for investigating how spiritual intelligence might enhance the performance of employees. Upon examination of this relationship, organizations may be better informed about how to develop human resource plans for increased efficiency relative to employee welfare and organizational harmony.

II. STATEMENT OF THE PROBLEM

The IT business in Kerala has fronted as the source for employment generation and economic development. Employees in this sector have issues such as occupational stress, burnout, compromised work-life balance, and decreasing job satisfaction on performance-related issues. Such issues constitute the barriers to individual capacity and organizational growth. In the conventional working environment, many solutions to employee performance are aimed either toward technical skills, monetary rewards, and other forms of self-development, not providing lasting solutions. The reason for this is that such approaches overlook the deeper psychological and existential needs of the employees.

While emotional intelligence has been widely tested for its capacity to for workplace success in the Indian IT sector, spiritual intelligence, in particular, is still less explored in Kerala. Spiritual intelligence, in a way, endows employees with purpose, inner stability, and ethical grounding with which they better set their working life against various challenges they meet. An in-depth understanding of this relation would provide the organization with a fresh perspective on efforts to enhance employee engagement, performance, and employee well-being.

Thus, the problem addressed in this study is the nonavailability of empirical evidence with regard to spiritual intelligence affecting employee effectiveness in Kerala's IT sector. Without any such insights, organizations might miss the opportunity to exploit a major area of human potential that could increase outcomes at the individual and organization level. This research stands as a crossway, aspiring to find closure on the spiritual intelligence role in employee effectiveness among the IT professionals in Kerala.

III. REVIEW OF LITERATURE

This is the one that Amram and Dryer (2008) revered in holding that spiritual intelligence is crucial to successful leadership.

Wigglesworth (2012) stated that spiritual intelligence is a fundamental ability in the workplace.

Aresetbi Kaur and Sinha (2020) testified that spiritual intelligence aids in the development of resilience and flexibility.

According to King (2013), spiritual intelligence is adapted into four dimensions related to the outcome of the profession.

According to Zohar and Marshall (2017), the successful implementation of purpose-driven business requires spiritual intelligence.

IV. OBJECTIVES OF THE STUDY

1. To examine the level of spiritual intelligence among employees in Kerala's IT sector.
2. To analyze the impact of spiritual intelligence dimensions on employee effectiveness.
3. To test the relationship between spiritual intelligence and workplace performance.

V. HYPOTHESES

H1: There are positive predictions by spiritual intelligence dimensions about employee effectiveness in the IT sector in the state of Kerala.
H2: Self-awareness positively affects employee effectiveness.
H3: Meaning-making affects performance and adaptability in the workplace positively.
H4: The feeling of empathy affects employee interpersonal effectiveness positively.
H5: Conscious decision-making has a positive influence on problem-solving and commitment.

VI. METHODOLOGY

A quantitative research design was utilised in this study to derive the type of influence spiritual intelligence has on people effectiveness concerning the IT industries of Kerala. The research is descriptive and analytical and aims to study the correlation between the dimensions of spiritual intelligence and the employee's performance outcomes. Data collection was basically through a structured questionnaire divided into three sections, namely, demographic profile of respondents, statements on spiritual intelligence, and employee effectiveness respectively. Items on spiritual intelligence were adapted from

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established scales developed by King (2008) and Wigglesworth (2012). At the same time, employee effectiveness was adapted from the scales designed by Armstrong (2014) and Borman & Motowidlo (1997). The response to all items was considered on a five-point Likert scale with points ranging from Strongly Disagree (1) to Strongly Agree (5).

The population of the study includes employees working in the Kerala IT industry: those employed in multinational companies as well as those working in domestic IT firms. A total of 115 respondents were selected by convenient random methods, given the access to IT employees located in important IT hubs such as Technopark, Infopark, and Cyberpark. The given sample size has been contemplated as appropriate to undertake statistical analyses such as reliability testing, factor analysis, and regression as suggested in behavioral research.

The data collected were analyzed using both descriptive and inferential statistical techniques. Descriptive statistics were employed to analyze the demographic characteristics of the respondents, while reliability of constructs was evaluated with Cronbach's Alpha to check for the internal consistency of the items. Exploratory Factor Analysis (EFA) with Varimax rotation was undertaken to affirm the factor structure of the variables, whilst Confirmatory Factor Analysis (CFA) was proposed for measurement model validation. For inferential analyses, these consisted of Chi-square tests, independent sample t-tests, one-way ANOVA, correlation, and regression analysis to determine the relationship between spiritual intelligence and employee effectiveness. The SPSS and AMOS software were used for the analysis.

From the onset, ethical considerations were adhered to. Respondents were assured of the confidentiality of their responses, and their participation was voluntary. It is hoped that the results of this study may provide valuable insights to researchers and practitioners while particularly addressing the challenge of designing human resources strategies that incorporate spiritual intelligence as an aspect of improving employee effectiveness in the Kerala IT industry.

VII. ANALYSIS AND RESULTS

7.1 Percentage Analysis

Demographic Variables	Category	Frequency (n)	Percentage (%)
Gender	Male	64	55.7
	Female	51	44.3
Age (in years)	21–25	38	33.0
	26–30	41	35.7
	31–35	21	18.3
	Above 35	15	13.0
Educational Qualification	Graduate	47	40.9
	Postgraduate	55	47.8
	Professional (M.Tech/MBA/Ph.D.)	13	11.3
Marital Status	Single	62	53.9
	Married	53	46.1
Years of Experience	Less than 2 years	29	25.2
	2–5 years	46	40.0
	6–10 years	27	23.5
	Above 10 years	13	11.3
Monthly Income (₹)	Below 30,000	33	28.7
	30,001–50,000	44	38.3
	50,001–70,000	25	21.7
	Above 70,000	13	11.3

The population study had an almost equal male-female distribution. 55.7% of the 115 respondents were males, while females were 44.3%. The majority of respondents, about 35.7%, were between the ages of 26 and 30, revealing the age of the workforce in IT. Inheriting from the education pattern in Kerala,

graduating and postgraduate levels were preferred by 40.9% and 47.8%, respectively, of the IT employees. 53.9% of respondents were unmarried, meaning a sizeable lot of IT workers are unmarried and just starting their careers. The workforce is quite young and at an early career stage, as per the results on work experience, with 40% falling into the range of 2-5 years and 25.2% having below 2 years constitute. The income analysis brought out the large proportion of IT workers who fall in the low-to-middle income category, with 38.3% between ₹30,001 and 50,000 and 28.7% below ₹30,000.

7.2 Reliability Analysis

Constructs	No. of Items	Cronbach's Alpha (α)
Critical Existential Thinking (Spiritual Intelligence)	3	0.812
Personal Meaning Production (Spiritual Intelligence)	3	0.879
Transcendental Awareness (Spiritual Intelligence)	3	0.905
Conscious State Expansion (Spiritual Intelligence)	3	0.867
Employee Effectiveness (Dependent Variable)	4	0.924

All of the constructs have Cronbach's Alpha values that fall within the range of 0.812 to 0.924, which is well within the acceptable and excellent standards of dependability (which range from 0.750 to 0.999). It may be deduced from this that the measuring items that were utilized in this study are trustworthy and consistent within themselves, making them suitable for future statistical analysis.

7.3 Exploratory Factor Analysis

Statements	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5
I consistently meet performance expectations.	0.841	—	—	—	—
I adapt quickly to changes in work processes.	0.817	—	—	—	—
I contribute positively to team collaboration.	0.874	—	—	—	—
I handle work challenges effectively.	0.861	—	—	—	—
I reflect on the deeper meaning and purpose of my work.	—	0.802	—	—	—
I often think about how my job contributes to society.	—	0.844	—	—	—
I consider ethical implications of workplace decisions.	—	0.823	—	—	—
I find meaning in my professional experiences.	—	—	0.871	—	—
My work aligns with my personal values.	—	—	0.832	—	—
I derive fulfillment from daily job responsibilities.	—	—	0.806	—	—
I am aware of a higher power/consciousness beyond material world.	—	—	—	0.883	—
I feel connected to something larger while working.	—	—	—	0.857	—
My spiritual beliefs help me stay calm at work.	—	—	—	0.864	—

Statements	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5
I am open to new ways of thinking and perceiving challenges.	—	—	—	—	0.822
I use meditation, mindfulness, or reflection to decide better.	—	—	—	—	0.873
I consciously shift my mindset to remain optimistic.	—	—	—	—	0.849

EFA in respect to Varimax Rotation tries to verify the underlying factor structure of the constructs. Various results of the KMO test (0.876) denoted the sample as adequate for factor analysis. Results of Bartlett's Test of Sphericity obtained showed that the correlation matrix was not an identity matrix ($\chi^2 = 1345.62$, $p < 0.001$).

Five different components corresponding to the five proposed constructs, Critical Existential Thinking, Personal Meaning Production, Transcendental Awareness, Conscious State Expansion, and Employee Effectiveness were recovered from the Rotated Component Matrix. All items met and exceeded the threshold value of 0.60, hence suggesting strong construct validity. The factors' items loaded onto their corresponding factors with high loadings ranging from 0.802 to 0.883, according to the EFA results. The low cross-loadings further indicated good discriminant validity. Thus, the five factors together explained 72.36% of the variation and provided a sound framework for the study's constructs.

7.4 Regression Analysis

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	0.841	0.707	0.698	0.462

The R value of 0.841 indicates a strong correlation between the independent and dependent variables, where the R^2 of 0.707 states that 70.7% of the variation in employee effectiveness is accounted for by the four dimensions of spiritual intelligence, which clearly shows a good model fit.

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	55.462	4	13.865	64.975	0.000***
Residual	22.988	110	0.209		
Total	78.450	114			

The ANOVA findings declare the regression model statistically significant ($F = 64.975$, $p < 0.001$), confirming the fact that the predictors, acting altogether, affect employee effectiveness.

Coefficients

Independent Variables	Unstandardized B	Std. Error	Standardized Beta	t	Sig.
(Constant)	0.482	0.221	—	2.181	0.031*
Critical Existential Thinking	0.276	0.071	0.288	3.887	0.000***
Personal Meaning Production	0.321	0.066	0.342	4.864	0.000***
Transcendental Awareness	0.187	0.062	0.201	3.016	0.003**
Conscious State Expansion	0.229	0.059	0.244	3.881	0.000***

($p < 0.05$*, *$p < 0.01$, **$p < 0.001$)

The regression results suggested that all four dimensions of spiritual intelligence significantly and positively regulated employee effectiveness in Kerala's IT industry. Among the predictors, Personal Meaning Production ($\beta = 0.342$, $p < 0.001$) was the most influential, which means that employees who

focus more on finding meaning and gratification for what they do at work tend to be more effective at their jobs. Critical Existential Thinking ($\beta = 0.288$, $p < 0.001$) and Conscious State Expansion ($\beta = 0.244$, $p < 0.001$) came next, with a strong positive influence on employee effectiveness, emphasis being placed on reflection, awareness, and mindful practices. Transcendental Awareness ($\beta = 0.201$, $p = 0.003$) was the weakest of all but did contribute meaningfully to employee effectiveness, marking the importance of feeling connected and at peace spiritually in enhancing performance under stress.

Consequently, the regression analysis establishes the spiritual intelligence construct as a significant determinant affecting an employee's effectiveness, accounting for over 70 percent of variance in effectiveness. The need to integrate spiritual development into human resource practices must, therefore, be emphasized to enhance performance and well-being.

VIII. CONCLUSION

The present study explored the role that spiritual intelligence plays in employee effectiveness in the Kerala IT sector. The findings of regression and factor analyses show that constructs of spiritual intelligence such as self-awareness, meaning, empathy, and conscious decision-making have significant associations with the performance of the employee and overall effectiveness in the workplace. Employees with higher levels of spiritual intelligence performed better in adaptability, problem-solving, interpersonal relationships, and commitment toward organizational goals.

The analysis further confirms that spiritual intelligence is a professional ability that, when effectively harnessed, enhances productivity and performance outcomes within knowledge-driven industries such as IT. The study further concludes that organizations promoting practices that foster spiritual awareness and mindfulness can contribute to the well-being of their employees and their job satisfaction and attain sustainable performance.

Overall, the research engages with the larger discourse that promotes spiritual intelligence into the human resource practices. Nurturing spiritual intelligence in Kerala-based IT companies can serve as a strategic tool for building employee resilience, engagement, and competitive success in today's digital age.

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