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The role of spiritual intelligence and mediating influence of knowledge management on employee engagement

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Abstract---The survival, growth and prosperity of every organization depends on its competent and engaged workforce or the employees. The number of employees working in an organization is the measure of workforce but the number of employees who have given continuous service for many years is the measure of committed and spiritually intelligent work force .We might find employees following the instructions, obeying rules, conforming to regulations and working but that this do not give the assurance that they are truly committed and engaged. The study examined the role of Spiritual Intelligence (SI) on Employee Engagement (EE) and mediating influence of Knowledge Management on Employee Engagement. A structured questionnaire was administered to a sample of 150 employees randomly selected from the IT Institutes of Telangana. The study has focused on how to engage employees for a longer time in the Institutes and the measures to be taken to improve employee engagement .The study used statistical tools like exploratory factor analysis and mediation analysis in this research. The result showed that improving Spiritual Intelligence and Knowledge management should be made a priority in order to engage employees better.

Keywords---spiritual intelligence, employee engagement, knowledge management.

Introduction

The Indian IT industry, which employs approximately ten million people, is the world's largest sourcing destination. The IT industry is experiencing rapid change in terms of technical advancement and workforce diversity. The changing nature of work, competition, and disruptive innovation, both of which are closely linked to technological risk, necessitate effective human resource management strategies for these organisations. They are looking for employees who are flexible, innovative, competitive, and willing to engage and work outside of formal job descriptions or work contracts. The use of human resources has become a vital component in achieving and retaining a competitive advantage. For achieving excellence, the organizations should see whether they make valuable contributions, through their competence, and engaged service. To achieve a competitive advantage in IT and ITeS organisations, talent retention, development, and employee engagement will become an increasingly important capability to develop and sustain. To summarise, IT companies should search for innovative and creative ways for engaging their employees to gain competitive edge over the others.

According to a literature review, in this day and age, organisational rivalry is more dependent on intellectual capital rather than on the aspect of labour. As a result, hypotheses contend that "if businesses want to keep intellectual capital, employee engagement is important." According to the study, employee engagement is described as employees' positive attitudes and values toward their jobs, colleagues, and the business. Previous research has shown that businesses with a high level of employee participation produce more innovations, are more productive, and are more profitable. Furthermore, the study discovered that the most significant factor in determining a company's sustainability is Employee Engagement. As a result, promoting Employee Engagement has risen to the top of the priority list. Meanwhile, as knowledge has been recognised as a powerful tool for obtaining a competitive advantage, knowledge management too has gained higher prominence in the organisations. Knowledge Management, according to study, is the process of managing the knowledge capital of the organization by systematically defining a process for acquiring, creating, implementing, organising, interacting, and producing both implicit and explicit knowledge of employees in order to maximise organisational efficiency and value. As a result, businesses who want to achieve and maintain competitiveness must prioritise information management.

According to the study, employees have both implicit and explicit knowledge. Unfortunately, when an employee leaves the business, the inherent expertise they have acquired is lost. As a consequence, the company's competitive advantage could be eroding. Only if the company can keep employees happy in their jobs while also attracting, engaging, and winning the hearts and minds of employees at work. Spiritual intelligence enables access to one's inner meanings, aspirations, and motivations. It is a group of adaptive mental capabilities centred on the non-material and transcendent aspects of meaning. According to him, these mental abilities are especially necessary for understanding, integrating, and adapting to non-physical and transcendental aspects of existence. The potential

outcome of SI was deep reflection existential issues, improved meaning, awareness of a transcendental being, and spiritual mastery.

Review of literature

The research evidence across organizations be it private or public sectors support that engaged employees deliver higher productivity and performance which is reflected through increasing profit, improving customer focus, low levels of absenteeism and higher retention. Effective employee engagement builds a community at workplace not just a workforce. When employees are positively engaged, an intellectual and emotional bonding is formed with the company and they establish an emotional ownership which keeps them committed and engaged.

Jamie A.GrumanAlan M.Saks (2011): The study was aimed at creating performance increments by positioning PMS which incorporates employee engagement and its drivers. This study introduced an engagement management model that integrates the core principles and provides a new approach to achieving high levels of job performance by encouraging and managing employee engagement.

Alan M Saks (2011): The study defined workplace spirituality and its impacts on employee engagement. The researcher developed of workplace spirituality model incorporating employee engagement considering four psychological conditions of transcendence, community, and moral values. These conditions were linked to three dimensions of workplace spirituality such as meaningfulness in work, safety, and availability .It was suggested to use model implications for research and practise on spirit at work and employee engagement.

Eileen Lai (2012): The study assessed the role of workplace spirituality on performance and mediating influence of job engagement between them. The study contributed to the field of management, and religion (MSR) scholarship and extended the Job Demands-Resources (JD-R) model by incorporated one new resource, spirituality. Earlier, the JD-R model had only job resource and later personal resources been added. The attempt was also made to add another resource, workplace spirituality. The responses given by 300 Singaporeans from various jobs and industries, revealed all types of job engagements have mediating effects either fully or partially between all dimensions of workplace spirituality and all types of performance outcomes, but no mediating effects were found between community sense and inner life, inner life to in-role behaviour and inner life to OCB – O.

Savo Stupar, Amila Pilav-Velic, Elvir sahic (2013): Study investigated the extent of influence spiritual intelligence has on decision-making process. According to the results, the majority of respondents (managers) are unfamiliar with the characteristics of SI and their relationship to decision-making. Identifying the most important SI components that influence decision effectiveness and it would allow managers to focus on those components for contributing most to the functionality of the decisions.

Sui Hai Juan et al (2016): The study assessed the influence of knowledge management for employee engagement. It recognized the level of employee engagement facilitated by knowledge management. Thus, scope of the model was further augmented by adding knowledge management practice factors and dimensions of employee engagement. This experimental study to be extended to verify the proposed framework to take further.

Muhammad Shaukat Malik, Sana Tariq (2016): The study examined the role of spiritual intelligence on organisational performance. The organisational culture and demographic factors (gender, age, and education) were taken as moderators. The participants for the study were 300 bank workers. There existed significant influence of spiritual intelligence on organisational financial performance in terms of ROA and Tobin's Q worth's. The Findings revealed organisational performance is improved by spiritual intelligence while age, gender, education, and organisational culture acted as moderators on their relationship.

Anton Vorina, Miro Simonic, Maria Vlasova (2017): The study investigated the role of job satisfaction on employee engagement. The results revealed relationship was statistically significant but no significant difference was found between employee engagement and gender, and between job satisfaction and gender.

Giselle George and Venkatapathy (2018): The study explored influence of spiritual intelligence on employee engagement and mediating effect of knowledge management on them .among. The study considered the executives from NASSCOM-registered companies of IT and ITeS companies in Trichur, Calicut, Cochin, and Trivandrum in Kerala. Findings revealed that Knowledge management mediates between SI and EE and a negative direct association was observed between SI and EE.

Maja Rožman, Zhanna Shmeleva, Polona Tominc (2019): The study examined the influence of knowledge management components on job engagement among Slovenian businesses. For the analytical portion of the report, a sample of 112 Slovenian businesses was obtained. A questionnaire based on existing measurement scales was developed and used to interview senior executives and their employees. The results revealed the importance of information management in Slovenian industries, as well as its efficacy, to make an organisational practise by fully integrating into all employee-related processes.

Baskar and R.Indradevi (2020): The study investigated workplace spirituality and attempted to determine how employee engagement can be influenced by the concept and practise of workplace spirituality in non-Governmental organizations. The respondents for the study were employees of non-governmental organisations from Vellore (India) and Katmandu (Nepal). The findings revealed that employee participation had a direct effect on the study. Spirituality in the workplace influences employee engagement in the workplace. Employee dedication, on the other hand, is unaffected by tradition. The study provided NGO staff with new ideas on how to engage effectively in their social work participation through moral virtues at work.

Research questions

The present study is focused on finding answers for the following questions:

- Which factors of Knowledge Management influenced Employee Engagement in IT Institutes?
- What is the role of spiritual intelligence on Employee engagement in relation to mediating variable, Knowledge Management?

Objective of the study

- To study factors of Knowledge Management (KM) influencing Employee engagement in IT Institutes
- To examine the role of Spiritual Intelligence (SI) on Employee engagement (EE) relation to Knowledge Management orientation.

Hypothesis of the study

- H₀: There exists no effect of SI on EE in relation to Knowledge Management orientation
- H₁: There exists effect of SI on EE in relation to Knowledge Management orientation.

Scope of the study

The study examined the role of Spiritual Intelligence on EE and mediating influence of Knowledge Management between SI and EE among employees working in IT institutes, Telangana. The focus was to on improve Employee Engagement among IT employees. The Researcher considered four factors under Spiritual intelligence (independent variable), three variables under Employee engagement (dependent variable) and eleven factors under Knowledge management (mediating variable). A questionnaire was randomly administered to 150 employees working in IT institutes to take responses. The study has considered four sub variables under SI. They are Critical Existential Thinking (CET), Personal Meaning Production (PMP), Transcendental Awareness (TA) and Conscious State Expansion (CSE) and Employee Engagement as dependent variable with three sub variables, Vigor, Dedication and Absorption. Where as Knowledge Management is taken as mediation variable with eleven important factors.

Research Methodology

To examine the role Spiritual Intelligence on EE and analyses mediating influence of Knowledge Management between SI and Employee engagement for which descriptive research method was used .The study explored the information from employees with regard to their engagement in relation to Spiritual intelligence and Knowledge Management. And also, it analyses the importance of Spiritual intelligence, and Knowledge Management. The researcher interpreted the data obtained through descriptive methods and systematically formulated, processed that explored and described participant's responses. This data provided a

meaningful explanation of effort in implementing the Spiritual intelligence and Knowledge Management. Based on the literature reviews, the researcher identified the research variables. Following variables were considered in this study, Spiritual Intelligence (SI) was as independent variable, Employee Engagement (EE) as dependent variable and Knowledge Management (KM) as mediating variable. The SPSS software is used for analysing the primary data. Exploratory Factor Analysis and mediation analysis was done on the collected data.

Statistical Tools

Statistical tools were applied in this study are given below:

- *Exploratory Factor Analysis:* EFA was applied to identify Spiritual intelligence of employees which lead to EE. The EFA will extract the high loading factors, which will reflect in Employee Engagement.
- *Mediation Analysis:* To explore the underlying mechanism or process by which one variable influenced the other variable through a mediator variable (Knowledge Management), Mediation analysis was employed.

Tabulation of the data analysis

Exploratory factor analysis

Objective 1. To study factors of Knowledge Management (KM) influencing Employee engagement in IT Institutes

Table 1
KMO and Bartlett's Test

KMO and Bartlett's Test			
Kaiser-Meyer- Olkin Measure of Sampling Adequacy.			.841
Bartlett's Test of Sphericity	Approx. Chi-Square	681.143	
	df	55	
	Sig.	.000	

Source: Primary Data

Table-1 indicates, Kaiser Meyer Olkin reflects the sample adequacy of data, which signifies that the calculated value is observed to be above the recommended value $0.841 > 0.70$ and chi square, the calculated value seems to be greater than the critical value which was estimated with the help of Bartlett's test of Sphericity. It indicated sampling adequate and statistical significance and showed that factor analysis can be extracted with this data.

Table 2

Communalities Test for Extracting Knowledge Management variables on Employee Engagement

Communalities		
	Initial	Extraction
There are systems for capturing and storing ideas & information	1.000	.730

Employees' skills and knowledge are treated as very vital knowledge assets.	1.000	.757
There are structures to codify and classify ideas in an easier format to save for future use	1.000	.674
The institutional culture does welcome debates and stimulates discussions.	1.000	.637
There are systems and venues in place for sharing knowledge	1.000	.661
There are opportunities to share information and knowledge with superiors	1.000	.555
There are networks for sharing knowledge on a regular basis with other organizations.	1.000	.551
Ideas are evaluated on merit basis, no matter who comes up with ideas	1.000	.602
Institute uses information technology to enable effective communications, when no appropriate face-to-face communications available.	1.000	.650
Information systems are maintained and knowledge stored in the systems is upgraded	1.000	.616
Efforts are made to remember mistakes and to avoid repeating the similar mistakes in the future.	1.000	.706
Extraction Method: Principal Component Analysis.		

Source: Primary Data

Table -2 depicts, contribution of variables taken to identify the effect of Knowledge management in Employee Engagement. The variable 'employees' skills and experiences are treated as very vital knowledge asset .has highest loading factor among all the variables with 75.7% followed by 'there are systems for capturing and storing ideas and information' which has 73%. Similarly, 'efforts are made to remember mistakes and to avoid repeating similar mistakes in the future" has 70.6% of contribution and 'there are systems to codify and classify ideas in an easier format to save for future use.' has 67.4% contribution to Employee Engagement. These four variables of Knowledge Management have highest contribution towards Employee Engagement. All the other remaining variables also have contribution of more than 50%.

Table 3: Total Variance Test to retain the high variable factors of Knowledge Management on Employee Engagement

Total Variance Explained						
Component	Initial Eigen values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.001	45.461	45.461	5.001	45.461	45.461
2	1.118	10.167	55.628	1.118	10.167	55.628
3	1.020	9.272	64.900	1.020	9.272	64.900
4	.746	6.778	71.677			
5	.686	6.238	77.915			
6	.605	5.502	83.417			
7	.545	4.954	88.372			
8	.440	4.004	92.376			

9	.335	3.044	95.419			
10	.268	2.437	97.857			
11	.236	2.143	100.000			
Extraction Method: Principal Component Analysis.						

Source: Primary Data

Table-3 illustrates, the variance analysis extracted using Principal Component analysis. Three components out of Eleven components, have been extracted from the table based on the eigen values, that is, calculated eigen value should be more than the theoretical eigen value. So, variables having more than 1 are being extracted. Component one has highest eigen value of 5.001 which show the variance of 45.461 % followed by component 2 with variance of 10.167% and eigen value of 1.118. Similarly, component 3 has eigen value of 1.020 respectively.

Table 4
Factors of Knowledge Management influencing Employee Engagement

Component Matrix ^a	Component		
	1	2	3
There are systems for capturing and storing ideas & information	.611		
Employees' skills and knowledge are treated as very vital knowledge assets.	.583		
There are structures for codifying and classifying ideas in an easier format to save for future use	.647		
The institutional culture does welcome debates and stimulates discussions.	.758		
There are systems and venues in place for sharing knowledge		.760	
There are opportunities to share information and knowledge with superiors		.716	
There are networks for sharing knowledge on a regular basis with other organizations.		.689	
Ideas are evaluated on merit basis, no matter who comes up with ideas		.658	
Institute uses information technology to enable effective communications, when no appropriate face-to-face communications available.		.698	
Information systems are maintained and knowledge stored in the systems is upgraded		.741	
Efforts are made to remember mistakes and to avoid repeating the similar mistakes in the future			.668
Extraction Method: Principal Component Analysis.			
a. 3 components extracted.			

Source: Primary Data

Table-4 identifies, the Knowledge Management factors for employee Engagement. Factor analysis result indicates that out of eleven factors, all factors are having

high loading. From the above table the high loaded factors are: 'there are systems and venues in place for to sharing employees knowledge (0.760)', 'institutional culture does welcome debates and stimulates discussions (0.758)', 'information systems are constantly maintained and knowledge stored in the systems is upgraded(0.741)', 'there are opportunities for sharing information and knowledge with superiors.(0.716)', and 'Institute uses information technology to enable effective communications, when no appropriate face-to-face communications are available(0.698)' this shows that Knowledge Management factors have strong influence on the employee engagement. The two factors of Knowledge Management which have moderate influence on employee Engagement are 'Treats skills and experiences of employees as very important knowledge assets (0.583)' and 'have systems for capturing and storing ideas and knowledge (0.611)'. This means the Institutions have many things in proper order like having systems and venues to share their knowledge, welcoming and stimulating culture for discussions and sharing ideas, also to share needed information and knowledge with superiors using information technology for proper communication but they need focus on improving the ability to treat skills and experiences of employees as very important knowledge assets and also to have systems for capturing and storing their ideas that helps organization to engage employees better.

Objective 2: To study the role of Spiritual Intelligence on Employee Engagement in relation to Knowledge Management

Table 5

Critical Existential Thinking (CET)and Employee engagement (EE) in relation to Knowledge Management (KM)

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.5.3 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com

Documentation available in Hayes (2018). www.guilford.com/p/hayes3

Model: 4

Y: Employee Engagement

X: Critical Existential Thinking

M: Knowledge Management

Sample Size: 150

OUTCOME VARIABLE:

Knowledge Management

Model Summary

	R	R-sq	MSE	F	df1	df2	p	
	.2331	.0544	.8126	8.5066	1.0000	148.0000	.0041	
Model								
Coeff	se	t	p	LLCI	ULCI			
constant	2.6805	.2750	9.7475	.0000	2.1371	3.2240		
Critical Existential Thinking			.2147	.0736	2.9166	.0041	.0692	
	.3601							

Standardized coefficients

Coeff

Critical Existential Thinking .2331

OUTCOME VARIABLE:

Employee Engagement

Model Summary

R	R-sq	MSE	F	df1	df2	p
.2777	.0771	1.0223	6.1438	2.0000	147.0000	.0027

Model

	Coeff	se	t	p	LLCI	ULCI
constant	2.4785	.3952	6.2710	.0000	1.6975	3.2596
Critical Existential Thinking	.1749	.0849	.2072	.0849	2.0606	.0411
Knowledge Management	.2100	.0922	2.2772	.0242	.0278	.3922

Standardized coefficients

Coeff

Critical Existential Thinking .1679

KnowledgeManagement .1855

***** DIRECT AND INDIRECT EFFECTS OF X ON Y *****

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI	c'_ps	c'_cs
.1749	.0849	2.0606	.0411	.0072	.3427	.1673	.1679

Indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
Knowledge Management	.0451	.0289	.0012

Partially standardized indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
Knowledge Management	.0431	.0277	.0011

Completely standardized indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
Knowledge Management	.0433	.0267	.0012

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:

95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

5000

----- END MATRIX -----

The above study illustrates the impact of Spiritual intelligence on Employee Engagement using the mediation effect of Knowledge Management.

Here, Employee Engagement (Y) as dependent variable, Critical Existential Thinking (X) as independent variable and Knowledge Management (M) as Mediator. The result shows the direct effect from Critical Existential Thinking (CET) to Employee Engagement (EE) found to be 0.1749 units and the indirect effect found to be 0.0451 units. So, there exists significant influence of X on EE. The direct effect (0.1749) greater than indirect effect (0.045). So, unit rise in Critical Existential Thinking will increase the employee engagement by 0.1749 units, and

increase in Knowledge Management decreases the effect of CET on Employee engagement by 0.045 units .So ,the null hypothesis is not accepted.

Table 6
Personal Meaning Production (PMP) and Employee Engagement (EE) in relation to Knowledge Management

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.5.3 *****
 Written by Andrew F. Hayes, Ph.D. www.afhayes.com
 Documentation available in Hayes (2018). www.guilford.com/p/hayes3

Model: 4
 Y: Employee Engagement
 X: Personal Meaning Production
 M: Knowledge Management
 SampleSize: 150

 OUTCOME VARIABLE:
 Knowledge Management

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.5454	.2975	.6037	62.6689	1.0000	148.0000	.0000

Model

	Coeff	se	t	p	LLCI	ULCI
constant	1.8063	.2175	8.3047	.0000	1.3765	2.2362
Personal Meaning production	.4697	.0593	7.9164	.0000	.3524	.5869

Standardized coefficients

	Coeff
Personal Meaning Production	.5454

 OUTCOME VARIABLE:
 Employee Engagement

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.2305	.0531	1.0489	4.1232	2.0000	147.0000	.0181

Model

	Coeff	se	t	p	LLCI	ULCI
constant	2.8766	.3471	8.2866	.0000	2.1906	3.5626
Personal Meaning Production	.0597	.0933	.6394	.5235	-.1247	.2441
Knowledge Management	.2165	.1084	1.9978	.0476	.0023	.4306

Standardized coefficients

	Coeff
Personal Meaning Production	.0612
Knowledge Management	.1913

***** DIRECT AND INDIRECT EFFECTS OF X ON Y *****

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI	c'_ps	c'_cs
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.0597 .0933 .6394 .5235 -.1247 .2441 .0571 .0612
Indirect effect(s) of X on Y:
Effect BootSE BootLLCI BootULCI
Knowledge Management .1017 .0606 -.0191 .2215
Partially standardized indirect effect(s) of X on Y:
Effect BootSE BootLLCI BootULCI
Knowledge Management .0973 .0583 -.0182 .2121
Completely standardized indirect effect(s) of X on Y:
Effect BootSE BootLLCI BootULCI
Knowledge Management .1043 .0625 -.0196 .2288
***** ANALYSIS NOTES AND ERRORS *****
Level of confidence for all confidence intervals in output:
95.0000
Number of bootstrap samples for percentile bootstrap confidence intervals:
5000
----- END MATRIX -----

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The Table-6 describes, the influence of Spiritual intelligence on Employee Engagement using mediator KM. Here, Employee Engagement (Y) as dependent variable, Personal Meaning Production (X) as independent variable and Knowledge Management(M) as Mediator. The result shows the direct effect from Personal Meaning Production (PMP) to Employee Engagement (EE) found to be 0.0597 units and indirect effect found to be 0.1017 units. There exists significant influence of SI on EE. The direct effect (0.0597) lower than indirect effect (0.1017). So, unit rise in Personal Meaning Production will increase the employee engagement by 0.0597units, and increase in Knowledge Management increases the effect of PMP on Employee engagement by 0.1017 units. So, the null hypothesis is not accepted.

Table 7
Transcendental Awareness(TA)and Employee Engagement (EE) in relation to
Knowledge Management (KM)

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.5.3 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com

Documentation available in Hayes (2018). www.guilford.com/p/hayes3

Model: 4

Y: Employee Engagement

X: Transcendental Awareness

M: Knowledge Management

SampleSize: 150

OUTCOME VARIABLE:

Knowledge Management

Model Summary

R	R-sq	MSE	F	df1	df2	p
.2225	.0495	.8167	7.7120	1.0000	148.0000	.0062

Model

coeff	se	t	p	LLCI	ULCI
constant	2.6531	.2975	.0000	8.9189	2.0652 3.2409
Transcendental Awareness	.1991	.0717	.0062	2.7770	.0574 .3407

Standardized coefficients

coeff	
Transcendental Awareness	.2225

 OUTCOME VARIABLE:

Employee Engagement

Model Summary

R	R-sq	MSE	F	df1	df2	p
.6667	.4445	.6153	58.8245	2.0000	147.0000	.0000

Model

coeff	se	t	p	LLCI	ULCI
constant	.8953	.3201	.0000	2.7967	.2627 1.5280
Transcendental Awareness	.6517	.0638	.0000	10.2122	.5256 .7779
Knowledge Management	.0921	.0713	.1988	1.2909	-.0489 .2331

Standardized coefficients

Coeff

Transcendental Awareness .6439

Knowledge Management .0814

***** DIRECT AND INDIRECT EFFECTS OF X ON Y *****

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI	c'_ps	c'_cs
.6517	.0638	10.2122	.0000	.5256	.7779	.6234	.6439

Indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
Knowledge Management	.0183	.0212	-.0146 .0686

Partially standardized indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
Knowledge Management	.0175	.0207	-.0144 .0673

Completely standardized indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
Knowledge Management	.0181	.0204	-.0151 .0658

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:

95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

5000

----- END MATRIX -----

The above table illustrates, the mediation effect of Spiritual intelligence on Employee Engagement using mediator KM. Here, Employee Engagement(Y) as dependent variable, Transcendental Awareness (X) as independent variable and Mediator Knowledge Management (M).

The result shows the direct effect from Transcendental Awareness (TA) to Employee Engagement (EE) found to be 0.6517 units and indirect effect found to be 0.0183 units. There exists significant influence of SI on EE. The direct effect (0.6517) greater than indirect effect (0.0183). So, unit rise in Transcendental Awareness will increase the employee engagement by 0.6517 units, and increase in Knowledge Management decreases the effect of TA on Employee engagement by 0.0183 units. Also, the R squared value is 0.6667 which is greater than 0.6 proving that the model is Fit. So, the null hypothesis is not accepted.

Table 8
Conscious State Expansion (CSE) and Employee Engagement (EE) in relation to Knowledge Management (KM)

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.5.3 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com

Documentation available in Hayes (2018). www.guilford.com/p/hayes3

Model: 4

Y: Employee Engagement

X: Conscious State Expansion

M: Knowledge Management

SampleSize: 150

OUTCOME VARIABLE:

Knowledge Management

Model Summary

	R	R-sq	MSE	F	df1	df2	p	
	.2271	.0516	.8149	8.0509	1.0000	148.0000	.0052	
Model								
Coeff	se	t	p	LLCI	ULCI			
constant	2.6769	.2834	9.4454	.0000	2.1168	3.2369		
Conscious State Expansion			.2047	.0721	2.8374	.0052	.0621	
	.3472							

Standardized coefficients

Coeff

Conscious State Expansion .2271

OUTCOME VARIABLE:

Employee Engagement

Model Summary

	R	R-sq	MSE	F	df1	df2	p	
	.8451	.7141	.3167	183.6028	2.0000	147.0000	.0000	
Model								
Coeff	se	t	p	LLCI	ULCI			
constant	.4620	.2237	2.0659	.0406	.0200	.9041		
Conscious State Expansion			.8530	.0462	18.4728	.0000	.7618	
	.9443							

Knowledge Management .0393 .0512 .7660 .4449 -.0620 .1405

Standardized coefficients

Coeff

Conscious State Expansion .8365

Knowledge Management .0347

***** DIRECT AND INDIRECT EFFECTS OF X ON Y *****

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI	c'_ps	c'_cs
.8530	.0462	18.4728	.0000	.7618	.9443	.8160	.8365

Indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
Knowledge Management	.0080	.0138	-.0174 .0411

Partially standardized indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
Knowledge Management	.0077	.0135	-.0170 .0407

Completely standardized indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
Knowledge Management	.0079	.0135	-.0176 .0405

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:

95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

5000

----- END MATRIX -----

The Table 8 describes, the influence of Spiritual intelligence on Employee Engagement using mediator KM. Here, Employee Engagement (Y) as dependent variable, Conscious State Expansion (X) as independent variable and Knowledge Management (M) as Mediator. The result shows the direct effect from Conscious State Expansion (CSE) to Employee Engagement (EE) found to be 0.8530 units and indirect effect found to be 0.0080 units. There exists significant influence of SI on EE. The direct effect (0.8530) greater than indirect effect (0.0080). So, unit rise in Transcendental Awareness will increase the employee engagement by 0.8530 units, and increase in Knowledge Management decreases the effect of TA on Employee engagement by 0.0080 units. So, the null hypothesis is not accepted.

Findings**1st objective**

The study examined Relationship of Employee Engagement, Spiritual Intelligence and Knowledge management with the help of primary data. The exploratory factor analysis was applied to check which factors of KM, have high loading among eleven factors. The study revealed the factors that had highest loading are 'Having systems and venues for employees to share their knowledge' with value 0.760 and 'institutional culture welcome debates and stimulates discussions' with 0.758 and the factors that had least loading are 'Treats skills and experiences of employees as very important knowledge assets' with value 0.548 and 'Have systems for capturing and storing ideas and knowledge' with value 0.611. This indicates that the Institutions need to treat skills and

experiences of employees as very important knowledge asset and should have systems for capturing and storing ideas to help employees to engage better. The study suggests to improve the factors of Knowledge Management for effective employee engagement .

2nd objective

The study is used to analyse effect between Spiritual Intelligence (independent variable) on employee engagement (dependent variable) in relation to Knowledge management (mediating variable) and found direct and Indirect relationship between four sub variables of SI. Critical Existential Thinking, Personal Meaning Production, Transcendental Awareness and Conscious State Expansion are the four sub variables of Spiritual Intelligence were taken and each sub variable individually to checked to know which of the sub variable has more impact on increasing employee Engagement. The four direct and indirect outputs were found and explained below:

- There is a significant impact of Critical Existential Thinking to Employee Engagement. The direct effect found to be 0.1749 but the indirect effect found to be 0.0451. lower than coefficient value of direct effect. So, that unit rise in Critical Existential Thinking increases employee engagement by 0.1749 units but increase in Knowledge Management decreases the effect on Engagement of employees.
- There is a significant impact of Personal Meaning Production to Employee Engagement The direct effect found to be 0.0597 and the indirect effect is found to be 0.1017, higher than direct effect. So, unit rise in Personal Meaning Production increases employee Engagement by 0.0597 units but increase in Knowledge Management positively increases effect on Engagement of employees.
- There is a significant impact of Transcendental Awareness to Employee Engagement. The direct effect found to be 0.6517 but the indirect effect is found to be 0.0183, lower than coefficient value of direct effect. So, that unit rise in Transcendental Awareness increases employee engagement by 0.6517 units but increase in Knowledge Management decreases effect on Engagement of employees and also the R squared value is 0.6667 which is greater than 0.6 proving the model is Fit.
- There is a significant impact of Conscious State Expansion to Employee Engagement. The direct effect found to be 0.8530 but the indirect effect is found to be 0.0080, lower than coefficient value of direct effect. So, that unit rise in Conscious State Expansion increases employee engagement by 0.8530 units. The study divulges that, improvement in knowledge management has negative effect on employee Engagement.
- Hence, it has been stated that null hypothesis is rejected i.e., that Spiritual Intelligence and Knowledge Management impacts on employee engagement.

Conclusion

The study investigated the role Spiritual Intelligence (SI) on Employee Engagement (EE) and mediating influence of Knowledge Management (KM) on EE. The study considered the employees working in IT Institutes of Telangana and

examined the influence of SI on engaging them at work. It also studied the mediation effect of KM on employee engagement. To find out the highest influencing KM factors on employee engagement among the eleven factors exploratory factor analysis was done. The findings indicated that “Having systems and venues for people to share knowledge” and “Our institutional culture welcomes debates and stimulates discussions” are the two factors show high influence on EE. It was suggested to lay greater focus on other nine factors of KM to improve Employee Engagement. The Mediation analysis showed, the presence of KM (mediating factor) impacted directly as well as indirectly on EE. All variables of Spiritual Intelligence such as CET, TA and CSE showed high direct effect on EE while, PMP showed low effect on EE and high indirect effect on EE. Improving the factors of Knowledge management, the employee engagement could be enhanced. Thus, engaged employees will get actively involved in purposeful activities and passionately contribute to growth, success and prosperity of the organization.

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