

Influence of spirituality(S) and emotional intelligence (EI) on employee experience (EX): An structural equation modeling approach

Sonal Khandelwal *

TAPMI School of Business

Manipal University Jaipur

Jaipur 303007

Rajasthan

India

Deepti Sharma ⁺

Institute of Health Management Research

IIHMR University Jaipur

Jaipur 302029

Rajasthan

India

Navaneetha Krishnan Rajagopal [§]

Department of Business Studies

University of Technology and Applied Sciences

Salalah

Oman

Abstract

Today employees are in pursuit of purpose and connections on emotional, social, physical and spiritual levels. It is all the more pertinent for the employer to understand employees and offer them significance and value. In the present context employees expect integration of work life with their individual as well as emotional needs. Their spirituality impacts the way they identify themselves, which has a profound impact on their pursuit of self-actualization. Juxtaposed to it is the Emotional Intelligence of the employee, the impact of which manifests into the overall performance of the employee and the organisation. Delivering positive Employee Experience is still an innovative and untapped solution that results in talent retention, agility, engagement. In order explore the interplay between

* E-mail: sonal.khandelwal.sharma@gmail.com (Corresponding Author)

⁺ E-mail: deeptisharma121@gmail.com

[§] E-mail: bba_mk@yahoo.co.in

Emotional Intelligence, Spirituality and Employee Experience a study was conducted on university professors. Structural equation Modeling using Smart PLS was used to study the interaction.

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1. Introduction

The contemporary world is witnessing a dynamism which is bringing a change in the face of workplace and deeper understanding of the workforce is becoming quintessential. The organizational focus globally is turning toward creating a spiritual landscape at work that influences an individual's spiritual domain which impacts wellness [1]. Spirituality in the workplace is indispensable because it has the potential to shape individuals, their environment, and the overall organization [2]. The relation between employees' spirituality at workplace and performance mark significant positive relationship [3]. It is pertinent that along with spiritual framework one's emotions too play a vital role in shaping perception. The "emotional intelligence," concept has signified this interest [4]. Accordingly, emotional intelligence enhances our creative skills and makes us more equipped to use emotions to solve problems [4].

Employee experience (EX) plays a vital role in keeping employees order to keep the employees in high spirits and boost their engagement employee experience holds a crucial position [6]. [7] advocated the concept of employee experience as comprehensive set of employees' perceptions (good or bad) across all the touch points. Positive EX escalates faith in organization's decision-making and creates a sense of value, while a feeling of disregard if negative EX is developed [8].

The research paper aims to be a significant to provide an insight to the budding crisis in organizations, by investigating the influence of spirituality and emotional intelligence on employee experience of the employees. Workplace spirituality plays a significantly influential impact in enhancing employee wellbeing ([9]; [10]) and so does emotional intelligence. But no research has studied the impact these factors have on employee experience. The current study is done with the aim to fill the research gap. Academic teachers are perceived to have high ethical standards and should be torch bearers of exploring the true values. Under these requirements we chose university teachers to understand

the influence of their emotional intelligence and spirituality on employee experience.

2. Theoretical background followed by hypothesis

Self Determination Theory (SDT)

This study keeps SDT as the back drop in to recognize the role of spirituality and emotional intelligence on employee experience. SDT is a human motivation meta-theory that addresses fundamental issues in a various aspects of life domains including but not limited to, psychological requirements ,relationships, self-regulation, personality development, , work, in the prevailing social environments [11].

Affective Events Theory (AET)

The theory explains how emotions influence attitudes about job. The model stresses on the links that exists between internal framework like cognitions, and employee's reactions to a range of incidents in their workplace and have profound impact on performance, job commitment and job satisfaction [12].

Hypothesis

a. Spirituality and Employee Experience

Spirituality at workplace means how employee perceives and experiences work and develops a sense of belongingness and unity at workplace [13] with a close alignment with the environment prevalent at work [14]. [15] discovered that spirituality in organization influences job attitudes, positively that includes job satisfaction and commitment. Based on this hypothesis 1 was derived that states,

H1: The employee's spirituality(S) has significant influence on employee experience(EX)

b. Emotional Intelligence and Employee Experience

Emotional Intelligence (EI) means identifying and managing ones emotions, along with that of other people [16]. Work on emotional intelligence is determining the role played by emotional perception and how organizations understand and manage it [17]. [18] Suggested that personal competencies and emotional intelligence are significantly interrelated for employees. Accordingly, second hypothesis is:

H2 : Emotional Intelligence (EI) has significant influence on employee experience(EX)

3. Method

Sample:

The study involves faculty members from private university of Jaipur, India as sample . Out of the 130 questionnaire distributed 98 were returned out of which 83 were valid.

Measurement Tools

Measurement of Spirituality: The four-dimensions ; 20-item scale developed by Hardt et al.(2012) to measure spirituality was adopted and measured by Likert 7-point scale from “strongly disagree” to “strongly agree”[19]. Emotional Intelligence: The study adopts the four-dimensional and 16 -item scale of emotional intelligence developed by Wong and Law (2004) and measured using 7- point Likert scale from “ strongly disagree” to “ strongly agree”[20]. Employee Experience: The study adopts the 17 – item scale of employee experience developed by Jacob Morgan (2017) and measured by 5-point Likert scale from “ strongly disagree ” to “ strongly agree” [21].

Method of Analysis

To analyze and derive results from the data collected by respondents’ feedback Structural Equation Modelling (SEM) utilizing SmartPLS was conducted [22]. The assessment and confirmation of the measurement model and the structural models was done which involved the confirmation of the convergence and discriminate validity of the measure. Sub factors’ reliability confirmation was affirmed by applying Cronbach’s Alpha value was evaluated as 0.889 for the coefficient of reliability of the sub factors which is higher than 0.7 thus confirming the reliability of the questionnaire [23]. The assessments involved measurement model followed by that of structural model. Measurement model tested reliability and validity of the constructs in the model. Structural model is tested by estimation of path coefficient between the constructs and also examining them.

4. Analysis and Results

4.1 Measurement Model

Three measures were applied to explain the overall significance of the model [24]. The measurement model was tested by measuring the separate sub-factors and the convergent and discriminate validity confirmation of constructs' measures. Primarily the linkages were displayed among spirituality of the employee, employee's emotional intelligence and employee experience. In order to authenticate convergent validity and discriminate validity AVE tests were carried [25].

The reliability and validity is analyzed and assessed in Smart PLS. A value of 0.45 was used as the minimum factor loading for sub-factors [26]. In this study, the sub-factors that lowered the impact of latent constructs were eventually cut off from the dimensional model which in turn enhanced the model fit. The final path model is represented in figure 1 which was used for further investigation.

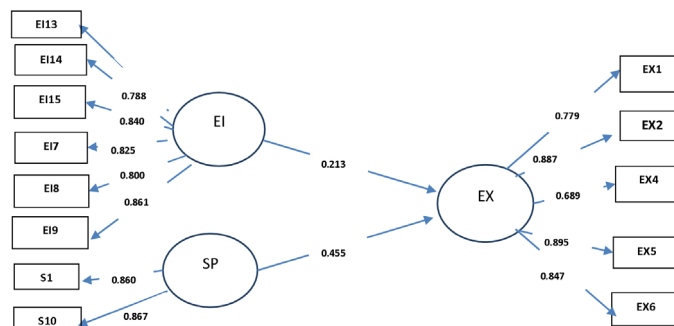


Figure 1
The Final Path Model

Reliability:

The analysis of inner consistency of measurement model was established by Cronbach's alpha value and composite reliability. Composite reliability was more apt compared to Cronbach's Alfa in PLS SEM[23]. The acceptable score for composite reliability is 0.7 as suggested [27] and least score for Cronbach's Alfa should be above 0.6 [23]. As shown in Table 1, the composite reliability score is evaluated to be greater than 0.854 and Cronbach's alpha value is above 0.658, thus the model is reliable and dependable.

Convergence:

Convergent validity was assessed by calculating Average Variance Extracted (AVE) tests, composite reliability scores and Cronbach's Alpha [28] which are shown in table 1. The consequences displayed are above 0.7 according to what [29] has suggested, thus validating sub-factor being apt for their constructs.

Table 1
Assessment Results of the measurement model for the constructs

Constructs	Indicator Loadings	Composite Reliability	AVE	Cronbach Alpha
Emotional Intelligence (EI)		0.928	0.683	0.908
EI 7	0.825			
EI 8	0.800			
EI 9	0.861			
EI 13	0.841			
EI 14	0.788			
EI 15	0.84			
Spirituality (SP)		0.854	0.745	0.658
S1	0.86			
S10	0.867			
Employee Experience (EX)		0.912	0.677	0.881
EX1	0.779			
EX 2	0.887			
EX 4	0.701			
EX 5	0.895			
EX 6	0.847			

Discriminant:

Discriminant validity describes the degree to which a single construct is dissimilar from the additional constructs in the model which is pertinent for a model [30]. The values are recorded in Table 2. In order to establish the discriminant validity, the Heterotrait-Monotrait (HTMT) ratio was examined. The value of HTMT should be less than 0.85 in order to be confirmed. Based on values in Table 2, the discriminant validity is established.

Table 2
Discriminant Validity Result (HTMT)

	EI	EX	SP
EI			
EX	0.459		
SP	0.64	0.711	

4.2 Structural Model Analysis

The path coefficient assessment was included in the structural model indicating the power of the relations among the R-square value, independent variable, and dependent variable. The R^2 and the path coefficients are the critical measures to judge the structural model. The model has R^2 value of 34.9% which is acceptable. Bootstrapping was also applied to identify the consequence level of paths in the structural model at significance level of 5% ($p < 0.05$). The results obtained after bootstrapping is shown in Table 3.

Table 3
Bootstrap Values and t- values

Hypothesis	Original Sample(o)	Standard Deviation (STDEV)	T statistics	P Value	Hypothesis Supported
SP → EX (H1)	0.455	0.168	2.716	0.007	Yes
EI → EX (H2)	0.213	0.16	1.33	0.184	No

The impact of spirituality on employee experience was supported positively and significantly as $\beta = 0.455$, T-statistics = 2.716 at (p) < 0.01 which eventually indicates that employee experience is positively and directly influenced by spirituality of the employee. The relationship between emotional intelligence and employee experience was insignificant with the value of $\beta = 0.213$, and $t = 1.33$, (p) > 0.01 indicating that emotional intelligence does not impact employee experience.

Model Fit:

Table 4
Model Fit (SRMR, Chi Square, NFI Values)

	Saturated	Estimated
SRMR	0.087	0.087
Chi Square	204.91	204.91
NFI	0.716	0.716

As summarized in Table 4 the SRMR value was calculated to determine goodness of fit in PLS based SEM [31]. SRMR evaluates to be 0.087 in this study is which is a good fit [32]. Thus NFI of 0.716 which is fairly acceptable fit. Figure 2 depicts the final path model.

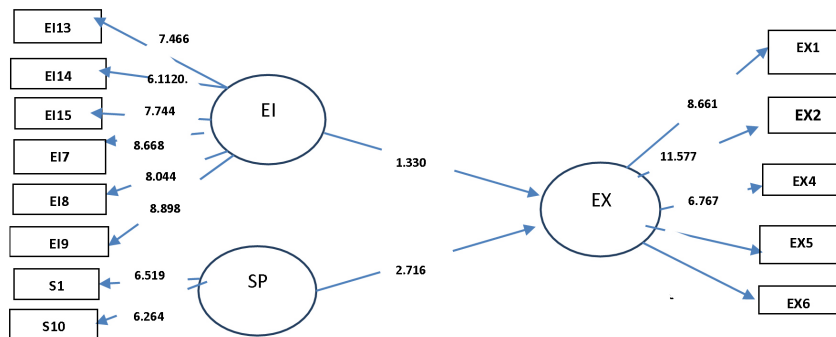


Figure 2
Final Model

5. Discussion

Managerial Implication, Limitation and Future Work

Employee Experience is the buzz word in the past couple of years. Even many researches are being carried out at various levels to explore various factors, variables which are directly or indirectly influencing employee experience. University academic staff faces a lot of challenges regarding scientific research, interpersonal communication and relation, coordination between teaching and pursuing researches. The research tries to search the impact of spirituality and emotional intelligence on employee experience. The study proves that enhancement of spirituality directly enhances employee experience more than emotional intelligence.

The increase in employee experience makes the faculty more engaged and committed. This also brings about more collaborative work environment, trust; satisfaction and accelerate performance.

The study has limited sample frame of university academic staff in Jaipur city only and the findings of the study cannot be generalised to others geographical areas.. The similar study can be conducted in various organisations with large number of respondents. Diverse variables may be considered that may have impact on employee experience.

6. Conclusion

This research tries to explore how employee experience is impacted by spirituality and emotional intelligence using PLS-SEM. SEM has been used to investigate relationship between various dimensions of HRM domain [33, 34, 35,36, 37,38]. Employers world over are mapping every touch point to alleviate positive employee experience in the organization to attain enhanced customer experience and business outcomes. The study reveals that there is sturdy and significant relationship existing among spirituality of the employee and employee experience, while emotional intelligence does not have very significant impact on employee experience. The human resource managers can facilitate employees to enhance their spirituality by programmes like meditation which in turn will increase positive employee experience.

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