

Acclimatization of spirituality in leadership and management

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Abstract

The advent of organizational spirituality is the manifestation of the spirituality in certain context and the integration of personal values and beliefs with professional roles and responsibilities. Spiritual leaders help employees connect their work with a sense of purpose and meaning. They articulate a compelling vision that aligns with employees' personal values and inspires them to contribute to a higher purpose. Comparatively, there has been less stress given so far, on how spirituality could be a tool in increasing and developing effective leadership within an organization. Spiritually oriented leaders foster an inclusive environment that respects and appreciates diverse perspectives, beliefs, and backgrounds.

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Leaders who integrate spirituality in the workplace emphasize ethical decision-making. Impact of the decision is based on the values of the employee, customer, community and make choices that align with their values and principles. Therefore, if primary areas of spirituality are mended then diverse dimensions of leadership can be improved.

Subject Classification: M-14.

Keywords: Workplace spirituality, Spiritual leadership theory, Organizational leadership.

Introduction

The term spirituality caters to the internal discipline of developing a favourable atmosphere within oneself. It is extensively adjudged as a vital ingredient for human existence. In addition, it is acknowledged as a major catalyst of change across organizations (**Garg, 2018**). This process is intended by “the total number of employees with higher spiritual goals in their work and personal lives” (**Beehner, 2018**). In present organizational settings, it augments the sphere of creativity and wisdom. Spirituality empowers leaders to cultivate capabilities & new skills to face challenges & turbulent times (**Ledbetter, 2017**). At the same time, spirituality also strengthens organizational values in its employees, which are echoed in the organization’s philosophy and vision. However, at times fulfilling this situation becomes challenging for leaders to build a work atmosphere that encourages employees to embrace spiritual goals (**Garg et al., 2019**).

Workplace spirituality offers three major advantages entailing at the social community level, individual level, and organizational level. From an individual perspective, it upsurges employee capabilities and nurtures inspiration, confidence, and self-consciousness. Past studies also demonstrate that workplace spirituality affects employee engagement, gratification, commitment, and employee well-being from an organizational perspective, it yields greater output and returns (**Malik & Naeem, 2011**) and from a social community perspective, it line ups with profit maximization goals and organizational social responsibility (**Moxley, 2000**). Workplace Spirituality has grown in multiple folds over a period and its antecedents and precedents have been widely explored in context to measure the amount of work accomplished by individuals. However, few researchers & studies reflected that an in-depth investigation and examination of the concept needs to be done as it is still in the infant stage.

Literature Review

Workplace Spirituality:

Schmidt-Wilk (2000) Workplace spirituality is discussed in various steps in which the role of the right review provides a great path to understanding the concepts clearly. The very first one discussing that “spirituality in reference to individual inner experience” (**Mitroff 1997**); another “focuses on principles, virtues, ethics, values, emotions, wisdom, and intuition” (**Dheler and Welsh 1994**); and the third “defines spirituality in terms of the relationship between a personal inner experience and its manifestations in outer behaviours, principles, and practices” (**McCormick 1994**). For a certain situation, personal spirituality and its discovery arise a different experience where spirituality is in centre stage. Human action and leadership behaviour could be justified with the certain data set which manage the personal experience and individual behaviour. (**Flynn 1996**). The concept of spiritual agents varies across different cultures and belief systems. For example, in some indigenous traditions, spiritual agents may be seen as nature spirits or ancestral beings that play a role in guiding and influencing human lives. In certain religious traditions, spiritual agents can be deities, angels, demons, or other supernatural beings that interact with humans and play a part in the cosmic order.

Collective consented Leadership

Leadership can be defined as a phenomenon to encourage and empower others in order to drive various activities for the fulfilment of goals. Studies from the past have reflected that leadership is a vital catalyst in defining the fortune of any organization via executing appropriate strategies, taking prompt decisions, and inspiring the purpose of organizational members. Even researchers and academicians have significantly contributed to determining various theories reflecting the role of leaders in multifaceted systems (**Saini, G., & Seema. 2021**). This has further exaggerated the need to various types of leadership (**Mitroff and Denton 1999**). Further ethical and moral leadership can be categorized in four ways: “authentic leadership theory, ethical leadership theory, spiritual leadership theory, and servant leadership theory”. All these four leadership theories emphasize significant and humanistic behaviour (**Dinh2014**). Consequently, the stated leadership theories enable in overcoming the challenges of other leadership theories (**Koehn 1999**).

Workplace Spirituality and Spiritual Leadership:

Past studies related to workplace spirituality highlight that the stated term is not alike to a belief system or religion (Lee et al., 2010). Thus, workplace spirituality encompasses cultivating long-lasting relationships & bonds with peers at work and building harmony between the personal beliefs of individuals and organizational values (Figure-1).

Proposed Model:

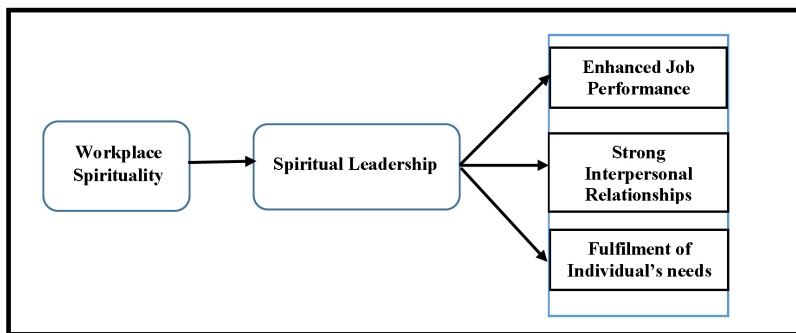


Figure 1
Author's Compilation

Research Methodology

Data Collection and Sampling Procedure

This study is an exploration of the role of workplace spirituality and its effect on effective leadership, which may have an ignited effect on organizational performance. The data collected was based on a close-ended questionnaire. A convenience sampling design was employed to collect the data for the study. In the present paper, data was collected from 25 MNC's. The questionnaire was mailed through personal mail to 860 respondents. 410 responses were received from the respondent. 26 responses were discarded because of incomplete forms. 384 respondents were included for further study. Population preferred for the study are corporate professionals (leaders) from Multinational companies operating in India from January 2023 to March 2023.

Table 1
Harman's one-factor test

Component	Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
1	17.403	32.836	32.836
Extraction Method: Principal Component Analysis, Rotation Method: Varimax			

Results

Table 2
CFA model fit Indices

Model	CMIN/DF	GFI	AGFI	NFI	CFI	RMSEA
Study Model (First Order)	1.652	0.931	0.914	0.943	0.939	0.044
Study Model (Second Order)	1.793	0.918	0.895	0.926	0.917	0.052
Recommended Value	Acceptable 1-4	≥0.90	≥0.85	≥.90	≥0.90	<0.07
	(Wheaton <i>et al.</i> , 1977)	(Shevlin and Miles, 1998)	(Shevlin and Miles, 1998)	(Hu and Bentler, 1999)	(Hu and Bentler, 1999)	(Mac Callum, Browne and Sugawara, 1996)

Data Screening

The data screening procedure denotes to cleaning and constructing the data useable for further statistical exploration. A filtered data set of 384 responses was attained after excluding questionnaires prepared after using the parameters of measurement and scaling (Table 1).

Moreover, Median replacement methods could be imply for the manipulation of the data wherein missing values could be replaced (Cohen, 1983; Kline, 1998) but the responses comprehending missing values were only 12 hence removing them was affordable for the researchers. Cook's distance is a measure of how much the model's estimates change when the observation is removed. Large values of Cook's distance indicate that the deletion of that observation would have a significant impact on the model. In practice, a common rule of thumb is

that observations with Cook's distance greater than $4 / (n - p - 1)$ (where n is the number of observations) are considered influential. Distances was found to be 0.267 which is below than the threshold limit.

In his study, **Kline (1998)** Emphasizes that the value of skewness and kurtosis should be in range of +2 to -2 which may define the non-normality consideration for the data set. It is normal for the all suggested limits in case of the multiple indicators.

Confirmatory Factor Analysis

To minimize the effect of the common method, it would have been decided before collection of the information and variables used in the study are making a separation of the data required in future. After performing exploratory factor analysis, to confirming the role of medicating variables confirmatory factor analysis is essentially required in such studies. It helps to confirm the number of factors and its relationship with loading of the observed variable based on certain theories. Exploratory factor analysis (EFA) on the measured variables using an appropriate factor extraction method (e.g., principal component analysis or maximum likelihood). Include all the measured variables in the analysis. 32.836% variances have been explored by one single factor which is below the threshold limit of 50%. Since data analysis has been conducted with the help of AMOS, measurement model was developed with the use of Confirmatory Factor Analysis (CFA), wherein goodness of fit is accessed and it helps to understand the validity and reliability of the data set (Table 2).

Confirmatory Factor Analysis: Fit Indices, Reliability, and Validity

First Order Analysis

Through the help of AMOS, structural equation modelling was performed. The fitness of model was analysed through criteria of good fit indices. The proposed model met the threshold value of model fit indices. CMIN/DF= 1.652, GFI =0.931, AGFI =0.914, CFI =0.939, NFI = 0.943, and RMSEA =0. 044. Henseler, Ringle and Sarstedt (2015) (Table 3).

To maintain the serenity of the data analysis techniques, reliability and validity measurement is more helpful in study and a model has been proposed which takes all required indicators to make sure the converging adequacy of the individual items in respect to constructs. To confirm the reliability of the data, Cronbach's alpha and complete reliability test is necessary. As per the literature and references available, value of both

Table 3
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	Wheaton et al., (1977)	Shevlin & Miles, (1998)	Shevlin & Miles, (1998)	Hu & Bentler, (1999)	Hu & Bentler, (1999)	MacCallum et al., (1996)

must be above the 0.70 means this is acceptance zone. Value of both is 0.858 and 0.870 respectively which is in exceeding direction in respect to the standard value. Moreover, the highest values explored here in this case is 0.905 and 0.916 for others (Table-4).

Table 4
Correlations, divergent validity, and descriptive statistics

Variable Name	1	2	3	4	5
Spiritual Leadership	(.834)				
Enhanced Job Performance	.498**	(.779)			
Strong Interpersonal Relationships	.566**	.416**	(.824)		
Fulfilment of Individual's needs	.581**	.408**	.521**	(.808)	
Mean	6.108	5.554	6.167	5.948	5.756
Standard Deviation	.899	1.014	.907	.875	1.105
Skewness	-.658	.752	-.522	.493	-.629
Kurtosis	-.624	-.854	-.638	-.896	-.825
Squared root of AVE has been shown in bold on diagonals and it should be greater than off-diagonal values for divergent validity. **Correlations are significant at 0.01 level.					

Second Order Analysis

The second order factor analysis were performed through AMOS. Various model fitness was employed to analyse the proposed fitness of model.

Table 5
Standardized regression weights (Direct and Interaction Effects)

Dependent Variable		Independent Variable	Std Estimate
Direct Effects			
Enhanced Job Performance	<---	Workplace Spirituality	.264***
Strong Interpersonal Relationships	<---	Workplace Spirituality	.324***
Fulfilment of Individual's needs	<---	Workplace Spirituality	.414***
Note: This calculation has been done on 1% level of significance.			

However, all the values were satisfied the model fitness indices. CMIN/DF= 1.793, GFI =0.918, AGFI =0.895, CFI =0.917, NFI = 0.926, and RMSEA =0.052. All the values stated in the present work shown the acceptable recommended value. For confirmation of convergent validity, authors have used average variance explained (AVE) and it is evident from the Table that AVE for each construct was above the suggested threshold of 0.50, hence not accounting for any problems with the convergence of the items to their constructs. Furthermore, for the examination of divergent validity, squared roots of AVE for each construct were calculated and compared with its inter-construct correlations and the value of the square root of AVE was found greater for each construct than its correlation with other constructs thus no issues of divergent validity subsist in the present study. The square root of AVE was found to be greater for each construct than its correlation with other constructs, thus meeting the criteria of divergent validity.

Testing of Hypotheses (Direct effect)

The study employed SEM for direct and interaction (moderation) effects. We employed 5,000 bootstraps resamples to compute the significance of direct and indirect effects in SEM. In the present study, we employed a moderator focusing method, to examine the simple slopes and conditional indirect effects (i.e. moderated) in SEM. Therefore, the SEM model was used by incorporating the hypothesized effects of as well as the direct effects of spirituality and leadership. The results revealed that all the hypothesized relationships were significant. The results demonstrated in Table 5 reveal that spirituality have a positive influence on leadership with the standardized beta coefficients of 0.264, 0.324, and 0.424, thus supporting the hypotheses H1, H2, and H3 proposed in the study. CA has also been found expressively with standardized beta coefficients of 0.138,

0.151, and 0.178 respectively. All the paths were found significant at a 1% level of significance i.e. $**p < 0.001$.

Analysis & Interpretation and Conclusion:

Majority of the leaders are fundamentally following the concepts of research. Few of them are using the leadership quiescent for leadership and related practices. They are bridging the gaps arises in the society due to any unknown reasons with the help of spirituality. An integration of the different thoughts and ideas culminating the effectiveness of spirituality in multifield which has been analysed in this study with the suitable set of data. Organizational stress is resilience and severely affective the relationship between spirituality and leadership and significantly upholding the different dimensions of leadership roles and practices. Moreover, in changing paradigm, spirituality informed leadership is a proactive and gaining the inner piece, calmness, confidence, respect, and organizational cohesiveness.

Findings of Leadership in Management:

Based on research and studies on leadership in management, some key findings include:

Leadership Style Matters: Different leadership styles can have varying effects on team performance and satisfaction. For example, a transformational leadership style that emphasizes inspiring and empowering team members can lead to higher job satisfaction and motivation.

Emotional Intelligence is important: Leaders, who possess emotional intelligence, including self-awareness, empathy, and relationship management skills, tend to be more effective in managing teams. Leaders who prioritize diversity and inclusion in their management practices tend to have more engaged and productive teams. Creating a culture of inclusion can also help attract and retain top talent from diverse backgrounds. They create opportunities for team members to work together and foster a culture of open communication and trust.

Continuous Learning is Essential: Leaders who prioritize continuous learning and development tend to be more effective in their roles. They seek out opportunities to learn new skills, stay up-to-date on industry trends, and continuously improve their leadership abilities.

Future Implications:

The future implications of leadership in management suggest that leadership skills will become increasingly important as organizations face new challenges and opportunities. Some potential implications include:

Remote Work and Virtual Teams: With the increasing trend towards remote work and virtual teams, a unique leadership style shall be required for managing teams effectively in this new environment. This may involve new communication tools, management techniques, and strategies to maintain team cohesion and productivity.

Diversity, Equity, and Inclusion: As diversity and inclusion become more important to employees and customers, leaders will need to prioritize creating inclusive work environments that support diversity and equity. This may involve investing in diversity training, recruiting diverse talent, and creating a culture that values diverse perspectives and experiences.

Digital transformation: With the rapid pace of technological change, leaders will need to be agile and adaptive in their management practices. They will need to be comfortable with technology, data analysis, and digital tools to effectively lead teams in a rapidly changing digital landscape.

Sustainability and Corporate Responsibility: As consumers and stakeholders demand more sustainable and socially responsible business practices, leaders will need to prioritize sustainability and corporate responsibility in their decision-making. This may involve creating sustainability goals, reducing carbon footprints, and investing in socially responsible initiatives.

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Received, May 2023