

"The Impact of Organizational Values and Leadership in Strengthening the Workplace Spirituality: A Study of Employee Well-Being and Job Satisfaction"

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KEYWORDS

Workplace Spirituality, Emotional Intelligence, Cognitive Capabilities, Higher Education Institutions Performance

ABSTRACT

Off recently the very topic of 'Workplace Spirituality' has derived the attention of the researches and managerial capacities across the globe. This enhanced attention is driven by the increased advantages of workplace spirituality and morality both at personal and administrative levels. Earlier managerial practitioners assumed workplace spirituality was purely religious or mystical and had no relevance for the organization. But nowadays, it is considered an essential element of organizational study as nature of the job seems to have changed significant. It is no longer an activity that has no connection to the personal development of an employee. The workplace has changed, becoming a place where people can grow spiritually. Now, employees are looking for a purpose in their employment beyond merely transacting economically with other lonely, independent people. Employees are also looking for an avenue to integrate the work lives with enlightened path and collaborate with others in their community, and share a vision and goal far beyond earning money.

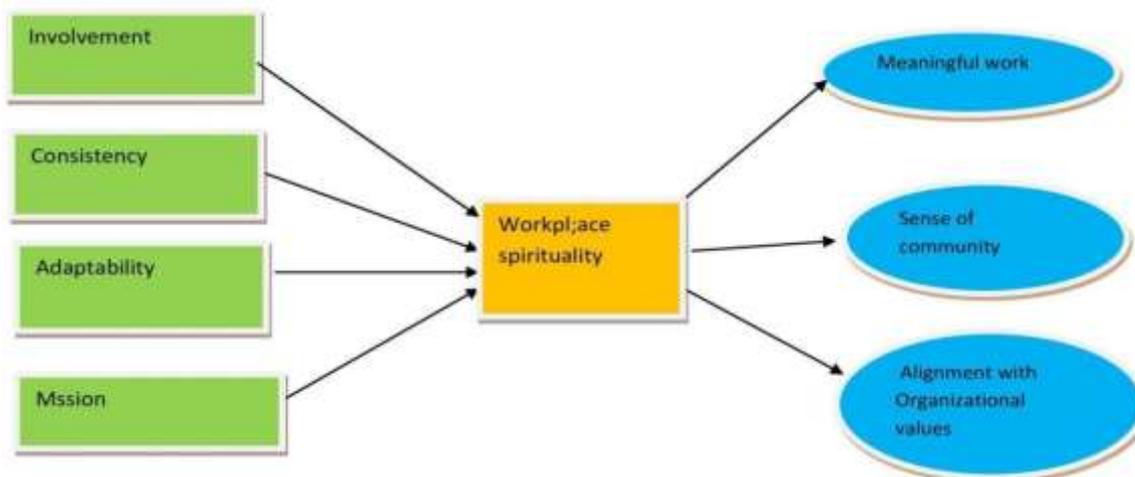
Introduction

The corporate world is significantly impacted by changes that occur at the political, social, economic, and cultural levels. All industries are experiencing increased competitiveness as a result of the unstable global economy that has recently been brought on by the disastrous effects of the coronavirus pandemic (Clinch & Ketels, 2020). These changes necessitate updating the concept of what constitutes work. Innovation, career flexibility, and continual learning are currently highlighted as the elements of success in a modern economy. Employee dedication to their organizations, initiatives, and receptivity to new experiences are becoming increasingly demanded. Firms must ensure that their staff members bring their entire selves to work rather than simply their muscles and intellect because of these new challenges in the workplace. These requirements point out that not only intelligence but also spirituality should be productively incorporated into the workplace. The spiritual paradigm, which is a developing and burgeoning paradigm, should be the center of attention.

Definitions of workplace spirituality

Workplace spirituality is a multidimensional construct. It has been described in a variety of ways in literature. More than seventy definitions of workplace spirituality are found in the review of literature, but none of them is widely accepted (Markow & Klenke, 2005). It is relatively simple to describe what spirituality in business isn't than to explain what it is. Because of its ineffability and pluralistic nature, spirituality is difficult to describe. Laabs (1995) explained that —defining spirituality in the workplace is like capturing an angel—it's ethereal and beauty, but perplexing. The terms spirituality at work, workplace spirituality, spirit at work, and spirit in the workplace are commonly used interchangeably.

Giancarlo & Jutkiewicz (2003) explain workplace spirituality as —a framework of organizational values evidence in a culture that promotes employees 'experience of transcendence through work process, facilitating their sense of being connected to others in a way that provides a feeling of completeness of joy!. Hence authors assume workplace spirituality as a cultural phenomenon that enhances the transcendence experience of employees and provides them with a sense of belongingness and completeness through the work process (Kolodinsky et al., 2008; Shankar Pawar, 2008).



Researchers and year	Proposed dimensions for workplace spirituality	Area of Study	Items	Sample size
Ashmos & Duchon (2000)	Meaning in work, sense of community & alignments of values	The healthcare sector of US	21	696
Milliman (2003)	—Meaningful work, sense of community and coherent of organizational values	MBA part-time students of southwestern America	17	167
Duchon & Plowman (2005)	—Inner life, work unit community, meaningful work and community	Health care sector of the USA	34	2033
Kinjerski & skrypneck (2006)	—Engaging work, spiritual connection, mystical experience and sense of Community	Midwestern University of USA	18	335
Rego & Cunha (2008)	Teams sense of community, alignment between personal and organizational values, sense of contribution to community, sense of enjoyment at work and opportunity for inner life	Executives of service organization	19	361
Petchsawanga & Duchon (2009)	—Compassion, mindfulness, transcendence, and meaningful work	Thai company	22	206
Liu & Robertson	—Interconnection with a higher power, human being	Employees of US organization	16	2232

The present study is based on the two definitions, where the first admit that workplace spirituality is a personal experience of meaningful work, connectedness with colleagues, and perception of congruency of individual and organizational values, while the second definition

acknowledges that organizational cultural values/traits promote these the experiences of workplace spirituality.

Review of Literature

The most significant development in the definition of workplace spirituality has been made by Kolodinsky et al. (2008) by conceptualising workplace spirituality at three levels (a) personal/ individual level (b) organizational level (c) interaction of individual level and organizational level of spirituality.

At the individual level, workplace spirituality refers to the eagerness of employees to show their entire selves at work, not just their ability to perform physical or mental tasks, and to be involved in meaningful work (Kinjerski & Skrypnek, 2004). So at the individual level, workplace spirituality is simply an integration of one's spiritual values and practices with one's work. (Kolodinsky et al., 2008). These personal spiritual values are believed to have an impact on one's behavior at the workplace and how one perceives the work-related environment.

At the organizational level, workplace spirituality has also been described as the integration of humanistic principles, practices, and behaviors with sound business functioning (Guillory, 2000). Finally, at the interactive level, workplace spirituality is described as "a journey toward the integration of work and spirituality, for individuals and organizations, which provides direction, wholeness, and connectedness at work" (Kolodinsky et al., 2008). This view of workplace spirituality represents the interaction of personal and organizational spirituality.

So the interactive view of spirituality is similar to the concept of person-organization (P-O) fit. The concept of P-O fit suggests more the employees perceive congruence between their spiritual values and organizational spiritual values, the better will be work attitudinal outcomes (Giacalone & Jurkiewicz, 2003).

According to Pawar (2008), workplace spirituality means "employees' experience of self-transcendence, meaning, and community in the workplace, and it also acknowledges that these experiences could come from various mechanisms, including organizational ones".

Petchsawang & Duchon (2012) defined workplace spirituality as expressing empathy towards people and recognizing a mindful state in quest of meaningful work to attain transcendence.

Duchon & Plowman (2005) examined the link between —work unit spirituality and —work unit performance with the help of a sample of 6 work units belonging to a large healthcare network in the southwestern United States. The data has been analyzed using descriptive statistics and correlation techniques. The result of the study revealed that the top three performing units scored higher on spirituality than the bottom three performing units. This leads to the proposition that work unit performance is linked to work unit spirituality. The results also showed that work unit leaders can influence how much their teams think about and promote spiritual matters.

Rego & Cunha (2008) researched to investigate the effect of five dimensions of workplace spirituality (—team's sense of community, alignment with organizational values, sense of contribution to society, enjoyment at work, opportunities for inner life) on three types of commitment (—normative, continuance and affective) of employees for their organization. Data was collected from a sample of 361 individuals working in 154 organizations in Portugal. The findings of the research revealed that the experience of spirituality at the workplace makes the employees more committed and attached to their organization and feel less instrumentally committed.

Daniel (2010) developed a theoretical model, to figure out the impact of WS on the team effectiveness. WS has been considered a component of —organizational culture. It has been concluded that WS enhances team effectiveness by promoting belief, thinking out of the box, and gratitude at the workplace.

Karakas (2010) to explore the effects of workplace spirituality on the performance of employees and organizations, reviewed the 140 research papers on workplace spirituality selected from eminent databases. The result of the review revealed that (a) spirituality at the workplace promotes employees' well-being (b) it provides a —sense of meaning and purpose at work to employees (3) spirituality at the workplace enhances a sense of belongingness and community at work.

Sharma et al. (2013) investigated the link between workplace spirituality and managerial effectiveness among managers employed in the energy sector of Uttarakhand, India. A convenient and purposeful sampling method was used to pick a sample of 100 male managers. However, there were 86 completed questionnaires received. Workplace spirituality was measured by using three dimensions of the workplace spirituality scale (—meaning in work, sense of community and alignment of personal and organizational values) developed by Ashmos & Duchon (2000) and Gupta's scale (1996) of managerial effectiveness was used to measure managerial effectiveness. Pearson correlation and regression techniques were used to analyze the data. The result of standard regression indicated the value of R^2 was .36 which means workplace spirituality explains 36% variation in managerial effectiveness hence it can be considered as a predictor of managerial

effectiveness.

Purpose of the study

The term Spirituality is not a modern phenomenon, but spirituality in the workplace is new and still in its infancy (Dandona, 2017). It has recently gotten a lot of attention in the field of management science as organizations have realized that employees aren't satisfied with materialistic things (money), and they want more. There are several reasons accounting for the growing interest in spirituality at the workplace. Some scholars have argued that answers to complicated problems that are brought by major organizational changes such as downsizing, layoffs, automation, organizational restructuring, etc., may be provided by workplace spirituality. (Driver, 2005; Kinjerski & Skrypnek, 2004). These organizational changes have made work monotonous and compelled the employees to search for meaning and connection in their lives and consequently promote spiritual orientation. Other scholars argue that employees' spiritual disorientation and demoralization caused by these organizational changes can be corrected by the positive impact of workplace spirituality (Petchsawang & Duchon, 2012).

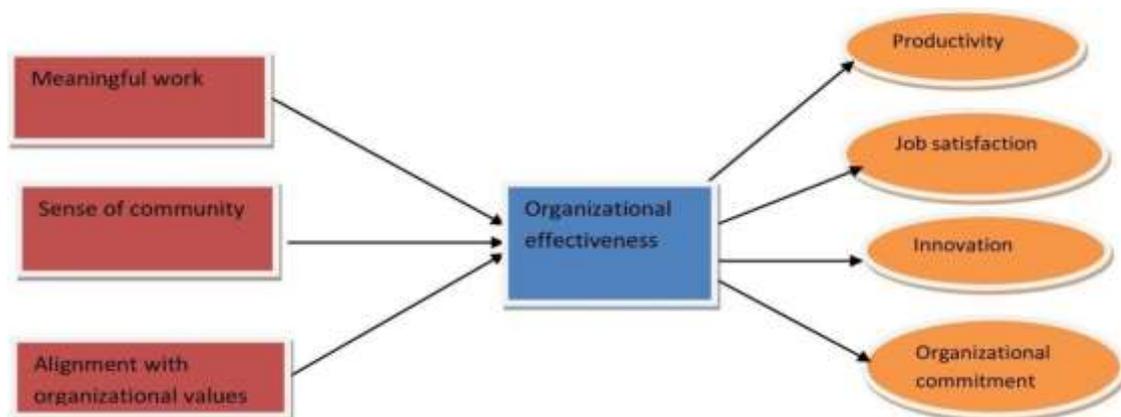
Need for the study.

This study's main objectives are to investigate the connections between organizational culture and workplace spirituality and to examine how they affect organizational effectiveness. The literature review of the present study examines pertinent and prior studies related to workplace spirituality, organizational culture, and Organizational effectiveness conducted in different sectors all over the world. Based on the knowledge gained from this review, the chapter discovers research gaps that can be filled to advance current academic endeavors and assist working professionals interested in implementing workplace spirituality-related initiatives to increase organizational effectiveness.

Objectives of the study

1. To study workplace spirituality amongst employees of manufacturing and service Industry
2. To check the impact of workplace spirituality dimensions on organizational effectiveness.
3. To examine the role of organizational culture in promoting workplace spirituality

Methodology of the study



Constructs	Sub- constructs	Number of items	Literature Source
Workplace spirituality	Thoughtful work	6	Milliman et al. (2003) study
	Essence of belongness	7	
	Alignment with the organizational values	8	
Organizational culture	Involvement	7	Fey, & Denison (2003) Organizational culture model
	Consistency	7	
	Adaptability	8	
	Mission	8	
Organizational effectiveness	Productivity	4	Hanaysha (2016)
	Organizational commitment	8	Allen & Meyer (1996).
	Innovative work behavior	7	Scott (1993)
	Job satisfaction	5	Judge et al.(2000)

Tools and techniques utilized for analyzing the data are as follows

Research objectives	Tools and techniques
Studying the level of workplace spirituality among the employees	Descriptive statistics, chi-square test, and cross-tabulation
To check the impact of workplace spirituality dimensions on organizational effectiveness.	Partial least <u>square</u> (PLS) Structural Equation Modeling (SEM) and Importance Performance Matrix Analysis

Analysis of the data

The current study pertains to the statistical analysis of data and interpretation of the outcomes. The primary data, which was gathered from 470 respondents with the help of a survey questionnaire, was analyzed to arrive at meaningful conclusions about the data

and accomplish the purpose of the study. The analysis of the data was carried out with the help of SPSS version 26 and Smart PLS version 3. This study is divided into 2 categories:

Section 1 : Descriptive analysis and Section 2: Structural Equational Modeling Analysis.

Section 1 : Descriptive analysis

Demographic Profile of the Respondents

The data was collected from 470 employees working in various industries in India. These employees have been further classified on grounds of gender, age, income level, designation, experience, educational level, type and size of organization in which have been working.

Classification of sample based on gender:

Gender	Frequency	Percentage
Male	324	68.94
Female	146	31.06
Total	470	100

This table depicts the composition of the sample based on gender. From the table and the pie chart, it is evident that out of 470 employees, 324 are males and 146 are females. In percentage terms, males constitute 68.94% of the sample and females constitute only 31.06% of the sample. So it can be concluded that this sector is male dominated sector.

Classification of sample based on age

Age	Frequency	Percentage
21 to 30 years	113	24.04
31 to 40 years	210	44.68
41 to 50 years	104	22.13
Above 50 years	43	9.15
Total	470	100

Classification of sample based on educational qualification

Educational Qualification	Frequency	Percentage
Graduation	101	21.48
Post Graduation	159	33.82
Technical/Professional	147	31.30
Others	63	13.40
Total	470	100

Classification of Sample based on monthly income

Monthly income	Frequency	Percentage
Below Rs. 30,000	80	17.02
Rs. 30,000 to Rs. 60,000	166	35.31
Rs. 60,001 to Rs. 90,000	139	29.57
Above Rs. 90,000	85	18.10

Distribution of sample based on work experience in the present organization

Experience in the present organization	Frequency	Percentage
1 to 5 years	106	22.55
6 to 10 years	160	34.05
Above 10 years	204	43.40
Total	470	100

Distribution of sample based on the designation in the present organization

Designation	Frequency	Percentage
General manager	70	14.89
Manager	110	23.40
Supervisor/officers	132	28.09
Other	158	33.62
Total	470	100

Analysis of Objective 1

Objective 1: To examine the level of workplace spirituality among the employees

The level of workplace spirituality of employees is assessed by using the 21 statements from the survey questionnaire and composite scores obtained on these statements are used to define the level of workplace spirituality into three groups: low, moderate, and high. The classification of the workplace spirituality group is made by dividing the workplace spirituality composite scores into three equal parts using the percentile values. (Zakaira & Nordin, 2008).

Descriptive statistics of workplace spirituality scores

Minimum value of scores	Maximum value of scores	33 rd percentile of scores	66 th percentile of scores
26	103	75	89

Employees with scores more than 89 are considered to have a high level of spirituality at the workplace and employees with scores more than 75 but less than 89 are considered to have a moderate level of spirituality at the workplace. while the employee with a score less than 75 is considered to have a low level of spirituality at the workplace

To Study the level of workplace spirituality with respect to the demographic profile of employees

This analysis is a further extension of the analysis of objective 1. In this section, research has examined whether there is any association between the level of workplace spirituality and the demographic profile of employees by using the chi-square test and cross-tabulation

To study the level of workplace spirituality with respect gender of employees

As shown the majority of male employees i.e. 118(36.4%) indicate a low level of workplace spirituality while 102 (31.8%) employees indicate a moderate level and 104 (32.04%) indicate a high level of workplace spirituality. Conversely, in the case of female employees, 50 (34.42%) show a high level, 49 (32.9%) a moderate level and 47(32.2 %) show a low level of workplace spirituality.

Level of workplace spirituality with respect with respect to gender of employees

Gender	Workplace spirituality level						Total
	Low level		Moderate level		High level		
	Count	Percent	Count	Percent	Count	Percent	
Male	118	36.4	102	31.48	104	32.09	324
Female	47	32.2	49	33.56	50	34.42	146
Total	165	35.1	151	32.1	154	32.8	470

chi-square results for the association between workplace spirituality level and gender

Pearson chi-square	value	Degree of freedom	Asymp. Significance (2-sided)
χ^2	.787	2	0.678

Hypothesis

H01: —There is no significant association between the level of workplace spirituality and gender of employees.

As shown in table, the Chi-Square value is 0.787, and the p-value is 0.678. Since the p-value is more than 0.05, hence the null hypothesis H01 is accepted at a 5% level of significance. Thus it can be concluded that the level of workplace spirituality does not vary with respect to the gender of employees.

To Study workplace spirituality level among employees

To analyze the abovementioned objective, cross-tabulation is computed and a chi square test is conducted to examine whether the level of workplace spirituality varies with the age of employees.

Section 2: Structural Equation Modelling Analysis

The Partial Least Squares structural equation modeling (PLS-SEM) technique has been used to analyze objectives 2, 3, and 4 of the study and to test the related hypotheses. Several initial analyses such as examining the normality of data, multicollinearity of indicators, reliability and validity have to be done before moving on to the Structural Equation Modelling (SEM) analysis.

Confirmatory Factor Analysis (Reliability and validity of constructs)

Before the assessment of the structural model, the reliability and validity (convergent and discriminant) of all latent variables of the study have to be examined. The present study has used reflective research models since all the indicators stemmed from the same construct (Hair, Risher, et al., 2019). The evaluation of the reflective measurement model includes testing the indicators (items) loading, internal consistency (reliability), discriminant validity, and convergent reliability of constructs (Chin, 1998; Henseler et al., 2014).

Reliability of Constructs

To check the internal consistency of the scale (to confirm that the scale consistently produces the same result), Cronbach's Alpha (α) value and composite reliability coefficient (CR) of each construct have been examined (Sarstedt et al., 2019). The value of α and the CR should be at least 0.7 (Fornell, and Larcker, 1981). As shown, the α value and CR of each construct are more than 0.7, indicating that the scales used for measuring the constructs are reliable as under

Reliability and convergent validity of the constructs

Constructs	Sub-constructs	Items loading	Construct items loading (outer loading)	Cronbach's Alpha (α)	Composite reliability (CB)	Average Variance Extracted(AVE)
Workplace spirituality	Meaningful work	MFW1	0.838	0.903	0.905	0.674
		MFW2	0.799			
		MFW3	0.823			
		MFW4	0.807			
		MFW5	0.827			
		MFW6	0.831			
	Sense of community	SOCOM1	0.824	0.924	0.924	0.684
		SOCOM2	0.814			
		SOCOM3	0.831			
		SOCOM4	0.817			
		SOCOM5	0.836			
		SOCOM6	0.833			
		SOCOM7	0.839			
	Alignment with organizational values	AMOV1	0.830	0.918	0.924	0.647
		AMOV2	0.851			
		AMOV3	0.869			
		AMOV4	0.875			
		AMOV5	0.877			
			AMOV6	0.871		
		AMOV7	0.709			
		AMOV8	0.701			
Organizational culture	Involvement	INOV1	0.878	0.924	0.928	0.687
		INOV2	0.892			
		INOV3	0.842			
		INOV4	0.894			
		INOV5	0.824			
		INOV6	0.809			
		INOV7	0.801			
	Mission	MIS1	0.711	0.905	0.909	0.606
		MIS2	0.704			
		MIS3	0.713			
		MIS4	0.836			

		MIS5	0.898			
		MIS6	0.821			
		MIS7	0.852			
		MIS8	0.834			
	Consistency	CONS1	0.775	0.894	0.900	0.616
		CONS2	0.798			
		CONS3	0.823			
		CONS4	0.837			
		CONS5	0.823			
		CONS6	0.701			
		CONS7	0.726			
	Adaptability	ADAP1	0.772	0.906	0.907	0.605
		ADAP2	0.790			
		ADAP3	0.807			
		ADAP4	0.779			
		ADAP5	0.808			
		ADAP6	0.805			
		ADAP7	0.747			
		ADAP8	0.710			
Organizational	Productivity	PROD1	0.921	0.928	0.929	0.822
		PROD2	0.902			

effectiveness		PROD3	0.894			
		PROD4	0.908			
	Job satisfaction	JBS1	0.786	0.885	0,889	0.698
		JBS2	0.881			
		JBS3	0.886			
		JBS4	0.902			
		JBS5	0.890			
	Innovative Work Behaviour	IWB1	0.743	0.894	0.914	0.602
		IWB2	0.814			
		IWB3	0.821			
		IWB4	0.750			
		IWB5	0.778			
		IWB6	0.751			
		IWB7	0.771			
	Organizational commitment	OCOMT1	0.784	0.918	0.933	0.636
		OCOMT2	0.820			
		OCOMT3	0.782			
		OCOMT4	0.814			
		OCOMT5	0.814			
		OCOMT6	0.760			
OCOMT7		0.799				
OCOMT8		0.798				

Convergent validity

Convergent validity aims to verify whether the indicators developed to measure a specific construct are measuring that construct. When all of the items of a construct have a high correlation with one another, this indicates the presence of convergent validity. Both the outer loading of each item and the average variance extracted (AVE) value of each construct are used to assess it. According to Hair et al. (2019), each item must have an outer loading of at least 0.70 and the AVE value of each construct should be at least 0.50. As shown, all item loadings are more than 0.70, and the value of the AVE of each construct is more than 0.5, indicating that the constructs of the scale have good convergent validity

Discriminant validity

It refers to how much the measurements of a given construct differ from those of other constructs in the same model (Hair and Ringle, 2011). —Cross-loading and the Fornell-Larcker criterion are two methods that are frequently used to assess discriminant validity. Fornell and Larcker (1981) state that the AVE's square root must be greater than its squared correlations with other latent variables in the model. As shown (values in bold), the AVE value of each construct has a square root more than the corresponding inter-correlations in the construct correlation matrix, indicating sufficient discriminant validity for each construct.

Fornell and Larcker criteria (1981)

	ADA P	AMO V	INO V	MFW	MIS	OCOM T	PRO D	SOCO M	CON S	IWB	JBS
ADAP	0.778										
AMOV	0.550	0.805									
INOV	0.675	0.524	0.849								
MFW	0.566	0.591	0.538	0.821							
MIS	0.639	0.586	0.609	0.562	0.779						
OCOM T	0.592	0.562	0.540	0.518	0.670	0.798					
PROD	0.497	0.573	0.392	0.445	0.521	0.597	0.906				
SOCO M	0.453	0.547	0.442	0.591	0.473	0.487	0.451	0.828			
CONS	0.642	0.544	0.655	0.568	0.552	0.515	0.424	0.475	0.785		
IWB	0.241	0.276	0.183	0.189	0.310	0.281	0.262	0.261	0.186	0.776	
JBS	0.494	0.536	0.426	0.468	0.565	0.652	0.635	0.450	0.403	0.415	0.836

Note – Values in bold in the matrix represent the square root of AVE

ADAP= Adaptability, AMOV= Alignment with Organizational Values, INOV= Involvement, MFW= Meaningful work , MIS= Mission, OCOMT= Organizational commitment, PROD= Productivity, SOCOM= sense of community, CONS= Consistency, IWB= Innovative work behaviour, JBS= Job satisfaction

Cross-loadings

To ensure that no indicator is mistakenly allocated to the wrong factor, cross-loading was evaluated. It indicates that all items of each construct are well loaded on its construct

Cross-loading of items

	Adaptability	Alignment with organizational values	Involvement	Meaningful work	Mission	Organizational commitment	Productivity	Sense of community	Consistency	Innovative work behaviour	Job satisfaction
ADAP1	0.773	0.403	0.597	0.402	0.525	0.442	0.339	0.309	0.532	0.174	0.349
ADAP2	0.790	0.439	0.519	0.439	0.486	0.473	0.395	0.331	0.476	0.227	0.401
ADAP3	0.805	0.449	0.518	0.446	0.496	0.453	0.427	0.352	0.470	0.207	0.405
ADAP4	0.779	0.412	0.450	0.443	0.441	0.463	0.418	0.341	0.455	0.186	0.390
ADAP5	0.806	0.440	0.570	0.463	0.483	0.457	0.400	0.388	0.563	0.207	0.430
ADAP6	0.806	0.384	0.569	0.457	0.529	0.479	0.389	0.343	0.566	0.132	0.371
ADAP7	0.746	0.476	0.455	0.417	0.443	0.423	0.330	0.387	0.464	0.194	0.389
ADAP8	0.713	0.419	0.525	0.450	0.577	0.492	0.384	0.362	0.471	0.167	0.332
AMOV 1	0.449	0.831	0.403	0.478	0.498	0.499	0.467	0.395	0.437	0.227	0.444
AMOV 2	0.412	0.851	0.371	0.422	0.446	0.426	0.466	0.412	0.400	0.253	0.432
AMOV 3	0.434	0.869	0.430	0.462	0.461	0.454	0.453	0.417	0.421	0.233	0.441
AMOV 4	0.509	0.875	0.493	0.474	0.510	0.505	0.513	0.440	0.489	0.240	0.452
AMOV 5	0.484	0.878	0.441	0.493	0.503	0.485	0.486	0.444	0.481	0.265	0.466

AMOV 6	0.458	0.871	0.446	0.485	0.504	0.451	0.480	0.437	0.466	0.263	0.443
AMOV 7	0.396	0.715	0.394	0.515	0.409	0.382	0.421	0.515	0.394	0.123	0.372
AMOV 8	0.372	0.780	0.375	0.480	0.419	0.392	0.380	0.476	0.395	0.146	0.382
CONS1	0.447	0.316	0.499	0.407	0.370	0.304	0.256	0.293	0.774	0.094	0.231
CONS2	0.488	0.428	0.481	0.436	0.384	0.387	0.320	0.318	0.797	0.140	0.312
CONS3	0.495	0.467	0.468	0.492	0.461	0.447	0.403	0.419	0.821	0.190	0.382
CONS4	0.515	0.414	0.523	0.443	0.473	0.407	0.340	0.373	0.836	0.151	0.324
CONS5	0.508	0.460	0.498	0.449	0.414	0.430	0.381	0.411	0.822	0.138	0.350
CONS6	0.515	0.425	0.536	0.451	0.445	0.400	0.261	0.386	0.704	0.139	0.256
CONS7	0.548	0.450	0.598	0.430	0.468	0.424	0.334	0.384	0.729	0.153	0.326
INOV1	0.586	0.450	0.876	0.483	0.524	0.461	0.324	0.397	0.575	0.207	0.401
INOV2	0.601	0.495	0.891	0.505	0.570	0.476	0.367	0.406	0.606	0.154	0.382
INOV3	0.590	0.515	0.840	0.469	0.528	0.467	0.322	0.429	0.565	0.179	0.368
INOV4	0.598	0.476	0.892	0.472	0.568	0.464	0.349	0.416	0.575	0.205	0.389
INOV5	0.571	0.408	0.827	0.423	0.490	0.475	0.346	0.313	0.509	0.095	0.363
INOV6	0.531	0.397	0.812	0.442	0.470	0.453	0.312	0.370	0.540	0.135	0.299
INOV7	0.527	0.358	0.803	0.398	0.461	0.410	0.307	0.276	0.517	0.096	0.318
IWB1	0.286	0.367	0.225	0.239	0.336	0.310	0.289	0.301	0.235	0.743	0.492
IWB2	0.168	0.188	0.105	0.130	0.231	0.195	0.166	0.182	0.089	0.814	0.288
IWB3	0.153	0.154	0.083	0.107	0.211	0.181	0.151	0.184	0.102	0.821	0.292
IWB4	0.124	0.137	0.122	0.093	0.170	0.151	0.197	0.126	0.094	0.750	0.277
IWB5	0.176	0.194	0.129	0.160	0.220	0.209	0.193	0.197	0.142	0.778	0.275
IWB6	0.122	0.140	0.110	0.061	0.156	0.160	0.156	0.164	0.104	0.751	0.224
IWB7	0.183	0.187	0.153	0.145	0.259	0.231	0.203	0.174	0.167	0.771	0.270
JBS1	0.411	0.435	0.336	0.366	0.417	0.493	0.107	0.346	0.346	0.261	0.896

JBS2	0.396	0.438	0.352	0.421	0.473	0.540	0.446	0.407	0.338	0.382	0.881
JBS3	0.389	0.425	0.330	0.363	0.478	0.527	0.462	0.393	0.312	0.397	0.886
JBS4	0.431	0.462	0.371	0.428	0.498	0.584	0.476	0.380	0.348	0.370	0.902
JBS5	0.426	0.467	0.380	0.366	0.480	0.563	0.470	0.343	0.333	0.311	0.874
MFW1	0.461	0.521	0.431	0.838	0.478	0.427	0.410	0.507	0.459	0.167	0.386
MFW2	0.423	0.476	0.410	0.800	0.403	0.403	0.300	0.477	0.421	0.151	0.339
MFW3	0.497	0.470	0.474	0.823	0.497	0.463	0.401	0.488	0.525	0.184	0.456
MFW4	0.449	0.476	0.447	0.807	0.449	0.409	0.318	0.451	0.430	0.176	0.373
MFW5	0.495	0.477	0.416	0.826	0.464	0.414	0.374	0.497	0.463	0.134	0.365
MFW6	0.456	0.493	0.470	0.831	0.466	0.429	0.377	0.490	0.490	0.119	0.377
MIS1	0.623	0.482	0.668	0.501	0.709	0.485	0.391	0.373	0.540	0.164	0.363
MIS2	0.590	0.450	0.600	0.451	0.797	0.458	0.377	0.342	0.527	0.158	0.360
MIS3	0.557	0.435	0.554	0.487	0.687	0.484	0.409	0.418	0.486	0.149	0.382
MIS4	0.431	0.444	0.399	0.436	0.837	0.532	0.403	0.384	0.376	0.280	0.496
MIS5	0.426	0.424	0.404	0.395	0.822	0.528	0.398	0.339	0.383	0.290	0.471
MIS6	0.467	0.463	0.420	0.430	0.853	0.580	0.442	0.361	0.403	0.290	0.515
MIS7	0.480	0.493	0.430	0.415	0.834	0.561	0.408	0.343	0.386	0.275	0.494
MIS8	0.441	0.465	0.369	0.399	0.803	0.534	0.414	0.395	0.371	0.299	0.417
OCOM1	0.480	0.408	0.397	0.374	0.572	0.784	0.509	0.360	0.394	0.258	0.550
OCOM T2	0.500	0.487	0.468	0.427	0.565	0.802	0.513	0.421	0.421	0.283	0.579
OCOM T3	0.450	0.434	0.425	0.385	0.495	0.782	0.445	0.382	0.374	0.189	0.484
OCOM T4	0.461	0.455	0.450	0.439	0.534	0.814	0.417	0.384	0.433	0.196	0.493
OCOM T5	0.461	0.428	0.421	0.393	0.485	0.796	0.463	0.347	0.420	0.210	0.463
OCOM T6	0.433	0.484	0.435	0.435	0.491	0.806	0.460	0.417	0.402	0.221	0.497

OCOM T7	0.471	0.399	0.386	0.391	0.489	0.799	0.475	0.354	0.362	0.164	0.529
JBS2	0.396	0.438	0.352	0.421	0.473	0.540	0.446	0.407	0.338	0.382	0.881
JBS3	0.389	0.425	0.330	0.363	0.478	0.527	0.462	0.393	0.312	0.397	0.886
JBS4	0.431	0.462	0.371	0.428	0.498	0.584	0.476	0.380	0.348	0.370	0.902
JBS5	0.426	0.467	0.380	0.366	0.480	0.563	0.470	0.343	0.333	0.311	0.874
MFW1	0.461	0.521	0.431	0.838	0.478	0.427	0.410	0.507	0.459	0.167	0.386
MFW2	0.423	0.476	0.410	0.800	0.403	0.403	0.300	0.477	0.421	0.151	0.339
MFW3	0.497	0.470	0.474	0.823	0.497	0.463	0.401	0.488	0.525	0.184	0.456
MFW4	0.449	0.476	0.447	0.807	0.449	0.409	0.318	0.451	0.430	0.176	0.373
MFW5	0.495	0.477	0.416	0.826	0.464	0.414	0.374	0.497	0.463	0.134	0.365
MFW6	0.456	0.493	0.470	0.831	0.466	0.429	0.377	0.490	0.490	0.119	0.377
MIS1	0.623	0.482	0.668	0.501	0.709	0.485	0.391	0.373	0.540	0.164	0.363
MIS2	0.590	0.450	0.600	0.451	0.797	0.458	0.377	0.342	0.527	0.158	0.360
MIS3	0.557	0.435	0.554	0.487	0.687	0.484	0.409	0.418	0.486	0.149	0.382
MIS4	0.431	0.444	0.399	0.436	0.837	0.532	0.403	0.384	0.376	0.280	0.496
MIS5	0.426	0.424	0.404	0.395	0.822	0.528	0.398	0.339	0.383	0.290	0.471
MIS6	0.467	0.463	0.420	0.430	0.853	0.580	0.442	0.361	0.403	0.290	0.515
MIS7	0.480	0.493	0.430	0.415	0.834	0.561	0.408	0.343	0.386	0.275	0.494
MIS8	0.441	0.465	0.369	0.399	0.803	0.534	0.414	0.395	0.371	0.299	0.417
OCOM1	0.480	0.408	0.397	0.374	0.572	0.784	0.509	0.360	0.394	0.258	0.550
OCOM T2	0.500	0.487	0.468	0.427	0.565	0.802	0.513	0.421	0.421	0.283	0.579
OCOM T3	0.450	0.434	0.425	0.385	0.495	0.782	0.445	0.382	0.374	0.189	0.484
OCOM T4	0.461	0.455	0.450	0.439	0.534	0.814	0.417	0.384	0.433	0.196	0.493
OCOM T5	0.461	0.428	0.421	0.393	0.485	0.796	0.463	0.347	0.420	0.210	0.463

OCOM T6	0.433	0.484	0.435	0.435	0.491	0.806	0.460	0.417	0.402	0.221	0.497
OCOM T7	0.471	0.399	0.386	0.391	0.489	0.799	0.475	0.354	0.362	0.164	0.529

OCOM T8	0.513	0.482	0.455	0.450	0.622	0.798	0.515	0.432	0.465	0.259	0.555
PROD1	0.465	0.502	0.361	0.396	0.455	0.531	0.921	0.439	0.383	0.242	0.547
PROD2	0.451	0.520	0.346	0.403	0.501	0.527	0.902	0.447	0.386	0.236	0.589
PROD3	0.426	0.502	0.367	0.427	0.454	0.537	0.894	0.370	0.375	0.246	0.601
PROD4	0.458	0.553	0.350	0.390	0.476	0.568	0.908	0.376	0.393	0.226	0.564
SOCO M1	0.313	0.432	0.345	0.489	0.362	0.367	0.334	0.825	0.339	0.197	0.348
SOCO M2	0.405	0.482	0.411	0.471	0.386	0.380	0.380	0.814	0.408	0.207	0.366
SOCO M3	0.369	0.458	0.387	0.522	0.408	0.405	0.342	0.831	0.427	0.203	0.371
SOCO M4	0.361	0.410	0.341	0.464	0.384	0.398	0.383	0.818	0.393	0.203	0.371
SOCO M5	0.344	0.452	0.366	0.485	0.371	0.406	0.383	0.836	0.371	0.250	0.388
SOCO M6	0.409	0.471	0.346	0.486	0.404	0.421	0.395	0.833	0.392	0.207	0.397
SOCO M7	0.414	0.462	0.361	0.507	0.423	0.443	0.391	0.840	0.416	0.244	0.366

ADAP=Adaptability, AMOV=Alignment with Organizational Values, INOV=Involvement, MFW=Meaningful work, MIS=Mission, OCOMT=Organizational commitment, PROD=Productivity, SOCOM=Sense of Community, CONS=Consistency, IWB= Innovative work behaviour, JBS= Job satisfaction

Hetero Trait – Mono Trait Ratio Criteria

Another measure to examine the discriminant validity is the Hetero Trait – Mono trait Ratio (HTMT) suggested by Henseler et al.(2015). The lack of sensitivity of the Fornell and Larcker (1981) criterion led to the development of the HTMT. This criterion compares the correlation of items with their construct and with items of other constructs to assess discriminant validity (Henseler et al.,2015). According to this criterion, reflective constructs have discriminant validity when the HTMT value is less than 0.85. This shows that the greatest HTMT value is 0.731, clearly demonstrating that the discriminant validity of each hidden variable is acceptable and the measurement model quality is adequate.

Hetero trait–Mono trait Ratio criterion

	ADAP	AMOV	CON S	IWB	INOV	JBS	MFW	MIS	OCOM T	PRO D	SOCO M
ADAP											
AMOV	0.605										
CONS	0.712	0.597									
IWB	0.246	0.275	0.188								
INOV	0.733	0.565	0.717	0.18 3							
JBS	0.553	0.599	0.449	0.43 7	0.468						
MFW	0.623	0.656	0.628	0.19 1	0.583	0.523					
MIS	0.715	0.648	0.619	0.31 9	0.671	0.631	0.624				
OCOM T	0.647	0.612	0.560	0.28 8	0.581	0.723	0.566	0.73 1			
PROD	0.540	0.623	0.459	0.27 3	0.421	0.710	0.484	0.56 9	0.645		
SOCO M	0.493	0.602	0.516	0.26 8	0.472	0.499	0.647	0.52 0	0.526	0.485	

ADAP=Adaptability, AMOV=Alignment with Organizational Values, INOV=Involvement, MFW=Meaningful work, MIS= Mission, OCOMT=Organizational commitment, PROD= Productivity, SOCOM= sense community, CONS= Consistency, IWB= Innovative work behavior, JBS= Job satisfaction

Normality test

Many statistical tools require normality assumptions of the collected research data set to determine whether it is well-modelled by the normal distribution. The PLS-SEM statistical tool does not require a normality assumption for data (Hair et al., 2014). However, ensuring that the collected research data is not far from normality is essential, as excessive non-normal data indicate issues in the parameters' validity. Therefore, in this study, the normality test for the latent constructs was performed using the skewness-kurtosis approach recommended by Hair et al. (2014) for PLS-SEM.

The research responses are normally distributed when kurtosis and skewness are near zero (0). However, as per the rule of thumb, if the measurements of skewness and Kurtosis fall between +1 and -1, the data will still be considered to be approximately normally distributed (Hair et al., 2014). As shown in table 4.32, the Skewness and kurtosis value of each item is within the range of +1 and -1 which indicates data is normally distributed

Normality and multi- Multi-collinearity test of indicators

Constructs	Sub-constructs	Items code	Normality test		Test of multi-co linearity
			Skewness	Kurtosis	VIF
Workplace spirituality	Meaningful work	MFW1	-.823	.456	2.848
		MFW2	-.854	.616	2.440
		MFW3	-.823	.484	2.060
		MFW4	-.837	.347	2.123
		MFW5	-.813	.527	2.096
		MFM6	-.896	.602	2.341
	Sense of community	SOCOM1	-.498	.447	2.286
		SOCOM2	-.549	.496	2.544
		SOCOM3	-.622	.784	2.241
		SOCOM4	-.621	.676	2.431
		SOCOM5	-.705	.849	2.376

		SOCOM6	-.401	.797	2.628
		SOCOM7	-.382	.697	2.638
	Alignment with organizational values	AMOV1	-.825	.570	2.653
		AMOV2	-.877	.052	2.841
		AMOV3	-.905	.304	2.138
		AMOV4	-.893	.227	2.797
		AMOV5	-.772	.073	2.393
		AMOV6	-.948	.438	1.708
		AMOV7	-.830	.713	1.488
		AMOV8	-.736	.448	2.512
	Organizational culture	Involvement	INOV1	-.690	-.290
INOV2			-.736	-.234	1.008
INOV3			-.551	-.618	1.001
INOV4			-.746	-.179	2.486

		INOV5	-.946	-.478	2.984
		INOV6	-.898	.487	2.839
		INOV7	-.994	.790	2.833
	Mission	MIS1	-.807	.217	2.869
		MIS2	-.748	.229	2.466
		MIS3	-.795	.137	2.460
		MIS4	-.652	.043	1.351
		MIS5	-.680	.119	2.351
		MIS6	-.607	.202	1.853
		MIS7	-.528	-.395	2.042
		MIS8	-.606	.141	2.673
	Consistency	CONS1	-.446	.463	2.151
		CONS2	-.485	.282	2.172
		CONS3	-.827	.389	2.417
		CONS4	-.893	.495	2.617
		CONS5	-.711	.490	2.393
		CONS6	-.473	.298	2.195
		CONS7	-.442	.448	2.260
	Adaptability	ADAP1	-.739	.552	2.012

		ADAP2	-.501	.097	2.201
		ADAP3	-.652	.657	2.429
		ADAP4	-.829	.785	2.124
		ADAP5	-.877	.777	2.318
		ADAP6	-.812	.294	2.324
		ADAP7	-.960	.290	1.912
		ADAP8	-.778	.286	2.910
Organizational effectiveness	Productivity	PROD1	-.752	.208	2.888
		PROD2	-.634	-.267	2.123
		PROD3	-.641	-.045	2.007
		PROD4	-.665	-.179	1.438
	Job satisfaction	JBS1	-.743	.078	1.472
		JBS2	-.641	.173	1.859
		JBS3	-.664	.002	2.009
		JBS4	-.640	.188	1.921

		JBBS	.567	.170	1.980
Innovative Work Behavior	IWB1	0.545	0.893	1.942	
	IWB2	.291	.921	1.917	
	IWB3	.199	.762	1.892	
	IWB4	.051	.910	1.225	
	IWB5	.101	.838	1.256	
	IWB6	.268	.984	1.261	
	IWB7	.176	.602	2.738	
Organizational commitment	OCOMT1	-.052	-.341	2.848	
	OCOMT2	-.035	.188	2.113	
	OCOMT3	-.826	.191	2.284	
	OCOMT4	-.803	.248	2.138	
	OCOMT5	-.907	.411	2.387	
	OCOMT6	-.614	.033	2.268	
	OCOMT7	-.695	.101	2.270	
	OCOMT8	-.070	-.465	2.262	

Multi-co linearity of indicators

To address the issue of multi-collinearity of items, the variance inflation factor (VIF) has been calculated and examined for each indicator of construct. It indicates the correlation between indicators. A value of VIF greater than 3 indicates redundancy or multicollinearity issues of items (Menard, 2002). As shown the value of the VIF of each indicator is below the threshold limit. So there is no issue of multicollinearity.

Analysis of Objective 2

Objective 2: To check the impact of workplace spirituality dimensions(—Meaningful work, sense of community and alignment with organizational values) on the organizational effectiveness of companies.

Evaluation of Structural Model 1

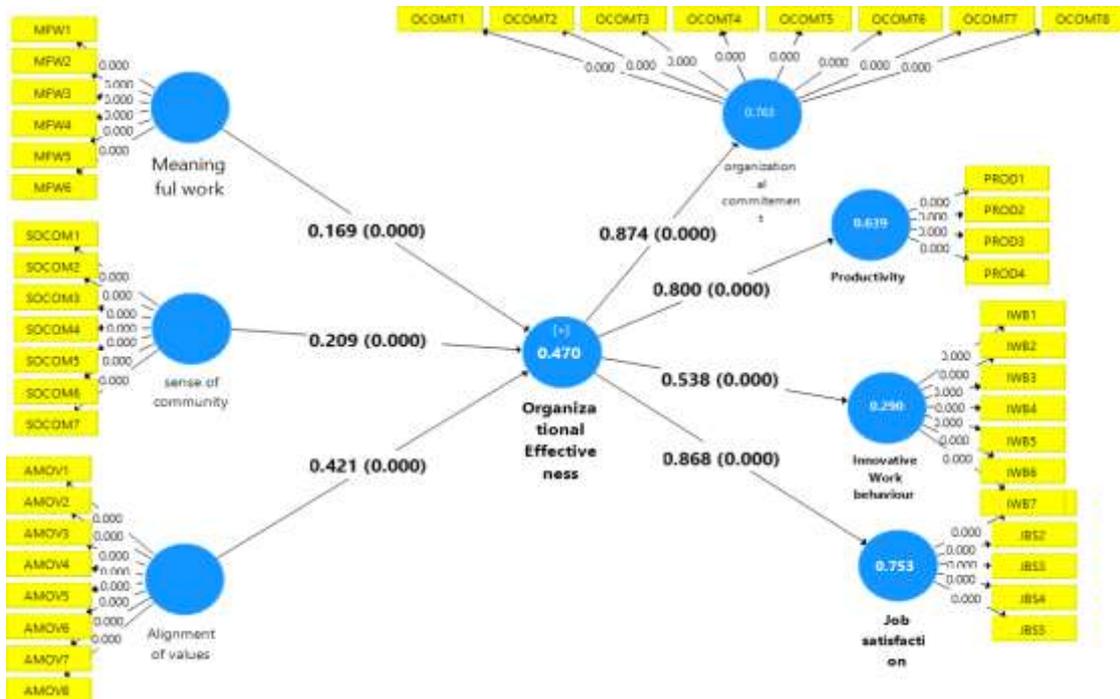
It is preferable to look at the structural model to make sure it has excellent predictive relevance (model fit) before studying the outcomes of structural equation modeling. The value of Q2 and the coefficient of determination are used to analyze the model's predictive usefulness.

Assessment of Coefficient of determination (R²)

The explanatory power of the model is indicated by the R-square value of an endogenous construct in the structural model, which quantifies the extent to which the independent variable can account for the variability observed in the dependent variable (Hair, Sarstedt, et al., 2019). It is also referred to as the in-sample predictive relevance of the model(Rigdon, 2012). R -R-square values vary from 0 to 1, and a greater R- square value suggests that a structural model is more accurate in making predictions (Hair et al., 2014). As given, the value of R-square is 0.470 for the endogenous construct '_organizational effectiveness' revealing the moderately explanatory power of the model (Hair, Risher, et al., 2019; Sarstedt et al., 2019). This

indicates that workplace spirituality dimensions (—meaningful work, sense of community and alignment with organizational values) explain a 47% variance in organizational effectiveness.

Assessment of Structural model1



Source: computed using Smart-PLS
 Cross redundancy measure Q²

The value of Q-square indicates the predictive relevance of the SEM model. To find the value of Q-square, the blindfolding procedure was run in Smart-PLS. The Q-square value above 0 indicates that the model has predictive relevance. In the present research model, the value of Q-square is 0.262. Which indicates that the research model has good predictive relevance.

Coefficient of determination and predictive power of model 1

Dependent Construct	R ²	Q ²
Organizational effectiveness	47%	0.262

Workplace spirituality dimension —Sense of community is also found to have a significant and positive impact on organizational effectiveness (t= 5.127, β=0.199 and p <0.05) thus leading to rejection of the null hypothesis H010.

Similarly —Alignment with organizational values dimension of workplace spirituality has also been reported a significant and positive impact on organizational effectiveness (t=9.863, β=0.429 and p <0.05), thus rejecting the null hypothesis H011. Thus results of SEM analysis indicate that —Alignment with organizational values has the highest impact on organizational effectiveness (β=0.429), followed by —sense of community dimension (β=0.199) and —meaningful work (β=0.191).

Note: MFW = Meaningful work, AMOV= Alignment with organizational values, OE= Organizational Effectiveness, SOCOM=sense of community

Note- ** indicates results are significant at 0.05 level of significance

Importance Performance Matrix Analysis (IPMA) Results

Results of IPMA analysis conducted for ‘organizational effectiveness’ revealed that the

—Alignment with organizational values dimension of workplace spirituality has relatively high importance ($\beta=0.429$) in determining organizational effectiveness, however, its performance is relatively poor (66.94), as shown in table. Low performance indicates that employee perceives a lack of congruency between their personal values and organizational values, while high importance indicates that alignment of values is crucial in determining organizational effectiveness as it has the highest beta value (impact). So, this dimension of workplace spirituality requires immediate management action to promote its performance in order to enhance organizational effectiveness. So, management should make proper strategies to attain congruency of employees' values with organizational values.

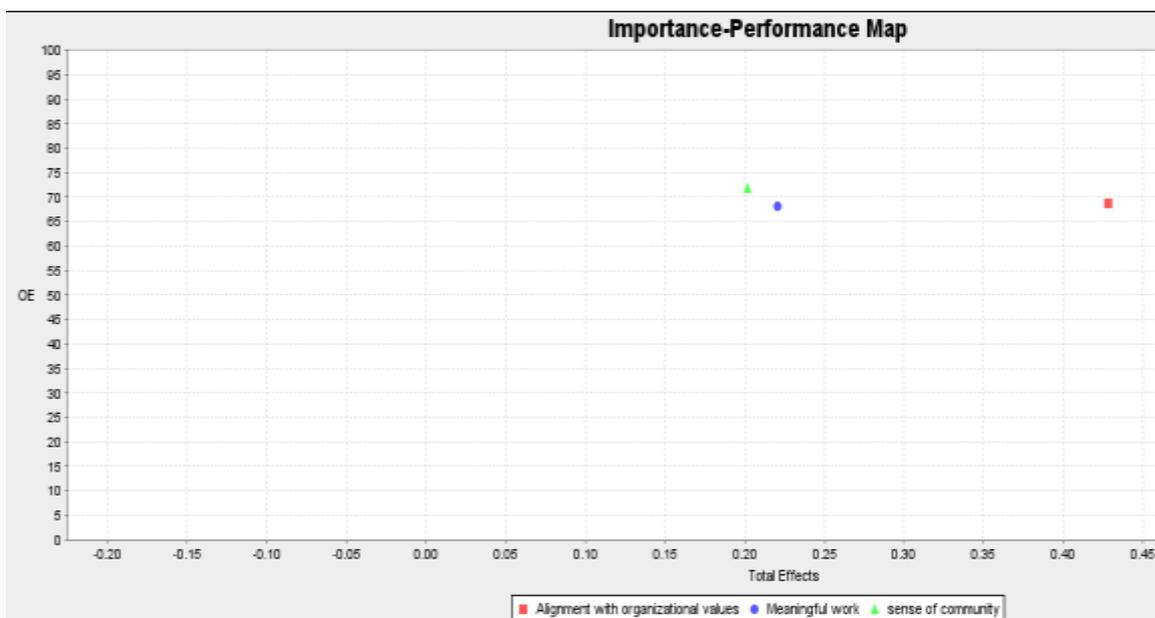
Importance- Performance Analysis Matrix for organizational effectiveness

Predictor variables	Performance index	Importance(impact)
Meaningful work	68.118	0.191
Sense of community	72.487	0.199
Alignment with organizational values	66.934	0.421
Mean	69.18	0.273

Source: Researcher's Compilation using smart-PLS

In the Importance-Performance Map the X-axis represents the importance (total effect) of the construct ranging from not very important to very important. While the Y-axis represents the performance of the construct in terms of average latent variable scores (0-100).

Importance – Performance Map for organizational effectiveness



Source: Researcher's computation using Smart PLS

ANALYSIS OF OBJECTIVE 3

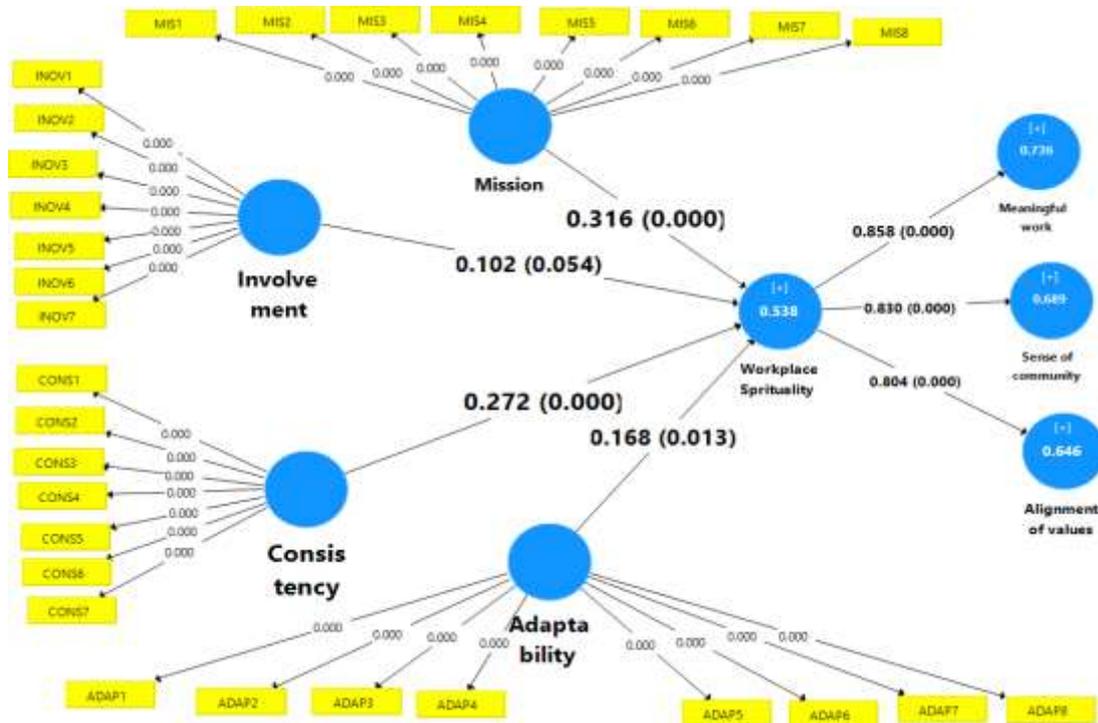
Objective 3 To examine the role of organizational culture in promoting workplace spirituality

Evaluation of Structural Model 3

It is essential to examine the structural model to make sure that the model has adequate

predictive relevance (model fit) before investigating the outcomes of structural equation modeling. The coefficient of determination and the value of Q² are utilized to investigate the predictive value of the model.

Assessment of Structural Model 3



Source: Researcher's computation using Smart PLS

The coefficient of determination (R²)

A structural model's evaluation heavily relies on R². It denotes the explanatory power of the model. It explains how much change in the dependent (endogenous) variable can be defined or accounted for by an independent (exogenous) variable. A 0.25 value of R² denotes low explanatory power, 0.50 denotes moderate while 0.75 indicates high explanatory power of the independent variable (Hair et al., 2019). In the present study, R² shows that the exogenous latent variable 'organizational culture' explains 53.80% of the change in workplace spirituality and it conclusively reflects the moderate explanatory power of the study model.

Cross redundancy measure Q²

The predictive usefulness of the SEM model is indicated by the Q-squared value. The blindfolding process was carried out in Smart-PLS to determine the Q-square value. The predictive relevance of the model is indicated by a Q-squared value greater than zero. According to table 4.38, the current research model's Q-square value is 0.56, indicating that it has strong predictive relevance.

R² and Q² of the structural models 3

Dependent Construct	R ²	Q ²
Workplace spirituality	0.538	0.270

Source: Researcher's computation

Importance Performance Matrix Analysis (IPMA)

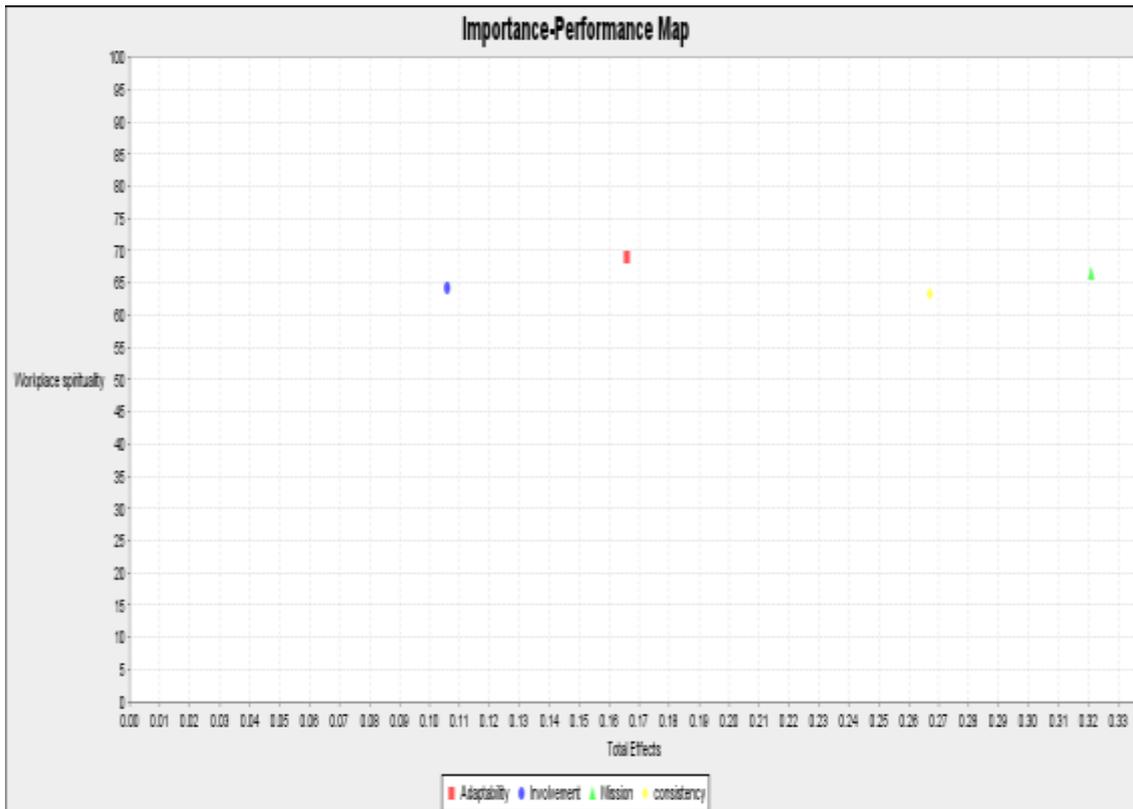
Importance-performance map analysis (IPMA) is carried out to extend the results of PLS-SEM and helps to draw conclusions based on the performance and importance of each construct. IPMA extends the results of PLS-SEM by also considering the performance of each construct into account. Hence, it enables to draw conclusions on two dimensions, importance, and performance to provide managerial implications. It is preferable for managers to focus on improving those independent variables whose importance is higher in explaining a targeting construct, but performance is relatively low (Hair et al., 2016). IPMA converts the provided data into performance indices that range from 0 to 100. For instance, a Likert scale of 1 to 5 is converted into an equivalent score ranging from 0 to 100 (Hair et al., 2016).

This shows the importance and performance of organizational culture traits in predicting the target variable ‘Workplace spirituality’. The objective of IPMA analysis is to find predictors that have relatively high importance for the target construct (i.e., those with a strong overall effect) but perform poorly (i.e. low average latent variable scores) (Ringle and Sarstedt, 2016), which help management to prioritize their actions accordingly.

Importance-Performance Analysis Matrix for workplace spirituality

Constructs	Performance index	Importance(Impact)
Adaptability	69.003	0.168
Mission	66.552	0.318
Involvement	64.361	0.102
Consistency	61.270	0.266
Mean value	65.18	0.2135

Source: Researcher’s computation
 IPMA Map for workplace spirituality



Source: Researcher's computation using Smart-PLS

In the Importance-Performance Map the X-axis represents the importance (total effect) of the construct ranging from not very important to very important. While the Y-axis represents the performance of the construct in terms of average latent variable scores (0-100).

Results of IPMA analysis revealed that the organizational culture trait - consistency has relatively high importance ($\beta=0.267$) in predicting workplace spirituality, but its performance is poor (63.249) as compared to other organizational culture traits. So this attribute/trait requires immediate management attention to improve its performance.

Findings:

Workplace spirituality has been a subject of considerable interest and curiosity among academics and practitioners for its purported benefits to individuals and organizations. It is opined that while spiritually inclined employees thrive better in work environments that promote workplace spirituality, being more productive and efficient, such organizations also stand to benefit by boosting teamwork, innovation, and development of intuitive skills through more purposeful vision (Bayighomog and Araslı, 2019). It is unlikely that practitioners who are under growing pressure to use evidence-based management have benefited from the fact that workplace spirituality's contribution to enhancing organizational success has up until now stayed in the conceptual realm. (Grant et al., 2004). and justify returns on investment. The findings of this study will widen the scope of the research studies related to workplace spirituality, which is frequently criticized for having little empirical investigation.

Conclusion

According to this study, a lecturer's emotional intelligence (EI) has a significant impact on both their effectiveness as a teacher and their general well-being. This is because having high EI can improve both a lecturer's ability to teach and their own mental health.

It also fosters a more positive learning environment, better student engagement, and lower levels of stress for the lecturer.

Alignment with organizational values' is found to be an important predictor of organization effectiveness but its performance in organisations is found to be relatively low as compared to other workplace spirituality dimensions as depicted in the IPMA analysis of organizational effectiveness. Therefore, executives and owners of organizations should encourage the alignment of organizational and employee values by either choosing employees who share those values or by encouraging employees to participate in forming the organization's vision and mission. This will allow employees to put in more effort to meet the objectives of the organization.

The study provided insight into how to foster a supportive and stress-free environment where teaching fraternity members can realize their own level of self-awareness, as well as how to hold open discussions about self-regulation strategies in the face of numerous external and internal pressures to maintain motivation.

Integration of Findings:

Based on the findings, it is advised that higher education institutions prioritize developing and promoting their EI skills in order to highlight the importance of EI for effective performance. To reap long-term benefits, the management teams of educational institutions must incorporate the principles of emotional intelligence and stress its significance right from the start of the induction program. EI helps to build a supportive network and encourages employees to collaborate and interact socially. This can help employees to build relationships and gain exposure to different ideas and approaches. Discuss how the secondary data supports or contradicts existing theories (e.g., Fry's Spiritual Leadership Theory) on workplace spirituality.

Practical Implications:

Organizations can implement policies based on these findings to promote a spiritual workplace and improve employee outcomes. Higher pedagogical efficacy, a more positive influence on students, improved academic accomplishment, increased student happiness, and an improved teaching reputation are all possible outcomes for emotionally aware lecturers. A classroom that fosters cooperation, respect, and emotional well-being can also be enhanced by lecturers who are aware of their own feelings as well as those of their students. Higher presence of EI strongly advocates the relevance and sustainable approach towards growth and maturity.

Restrictions of the present study

This study is based on responses from employee's education institutions. Similar studies could be undertaken in other sectors and in other geographies to broaden the appeal of the findings. Self-reported questionnaires used to collect information for this research have provided responses that are perceptual in nature. Future studies could improve the validity of results further by including personal interviews and other data collection techniques that capture dynamic processes, and thereby help gain deeper insights into the responses. While the sample population considered for the study is large enough for the generalization of results, scope exists for using even larger samples to improve upon the generalizability of the findings and wider applicability of results.

Recommendations for future study:

There is need to Identify areas where further research is needed, such as cross-cultural studies or longitudinal studies on the long-term effects of workplace spirituality.

Future research could further build upon the strength of this evidence by taking the size of the firm and other demographic variables such as gender, experiences, designation, and educational qualification of employees as moderators.

The information can be employed as mediators in the relationship between workplace spirituality dimensions and organizational effectiveness to explain that link further.

In future comparative studies including a mix of organizations that have and haven't promoted spirituality at work can be conducted. This would be similar to doing scientific experiments in controlled settings. This approach would significantly enhance the credibility and importance of the research on this issue.

It is the "individual-focused" approach to the fostering of workplace spirituality that serves as the foundation for the mediating role that organizational culture plays in this study. The approach is based on the assumption that an individual's spiritual perspective of their working environment has the potential to bring about favorable changes in the culture of the organization, which in turn can lead to an increase in the effectiveness of the overall organization. There is a possibility that the effectiveness of this strategy could differ significantly depending on the size of a firm. Therefore, in the future, a comparative analysis of the effectiveness of this approach can be conducted in the case of large and small and small firms.

According to the study's findings, meaningful work is an essential component of workplace spirituality, which enhances organizational productivity by promoting innovative behavior and job happiness. As a result, companies should give workers the chance to do the things that make them happy and fulfilled (i.e., work that gives them autonomy, responsibility, job significance, challenge, and the chance to use their imagination and creativity). Their participation in the decision-making process can help achieve this. In terms of decision-making and information exchange, spiritual organizations are typically more inclusive and participatory, which gives employees a sense of empowerment and significance. Therefore, managers should encourage staff members to participate in decision-making so they may feel empowered and understand the significance of self-empowered and recognize the importance of their work.

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