Spiritual Management And Employees' Performance: Fostering Spirituality For Organizational Success Within The Working Environment

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ARTICLE INFO	ABSTRACT
	In order to improve employee performance, which in turn improves organizational performance, organizations must inculcate the idea of spiritual management into account in order to be more effective. This study delved into the impact of spiritual management on employee performance and emphasized on the cultivation of spirituality in the workplace. Proportionate Stratified Random Sampling Methodology was used to collect data from the organization's managers and employees by utilizing a sample size of 254 valid questionnaires. Drawing on the intrinsic motivation paradigm, it explored how spiritual guidance mitigates emotional fatigue and enhances productivity. The paper also highlighted the interconnectedness of employee performance and organizational success and stressed on the pivotal role of leaders in providing direction and vision. Additionally, it examined the three sub-dimensions of spiritual management-vision, hope/faith, and selfless love and their influence on job satisfaction. The research underscored the significance of infusing spirituality in leadership for bolstering employee engagement and satisfaction. The paper brought out the main findings about the direct impact of spiritual management on organizational commitment. These findings contributed to understand the complex interplay between leadership, spirituality and dedication within the organization in the contemporary workplace. **KEYWORDS:** Spiritual Management, Employee Performance, Spirituality, Workplace, Job Satisfaction

INTRODUCTION:

The correlation between employee performance and corporate success underscores the paramount importance of considering employee performance for businesses. Recent years have witnessed a notable surge in the average stress levels experienced by workers in their professional environments.

The terms "leader" and "leadership" are intrinsically connected. A leader is the individual who not only imparts a distinct identity to an entity but also establishes its organizational legitimacy. While leaders are invariably human, leadership is a quality that distinguishes them in this role. It falls upon leaders to furnish the team and organization with direction through a defined vision and strategic plan. The leader is entrusted with the responsibility of setting objectives and goals for the organization or group, and subsequently steering the necessary actions to attain them. Leaders have the ability to shape others' actions by influencing their words, behaviors, and beliefs. Effective leadership hinges on the ability of a leader to inspire followers to collaborate and work harmoniously towards achieving organizational objectives.

BACKGROUND TO THE STUDY:

The establishment of spiritual management theory within the framework of the intrinsic motivation paradigm, as proposed by Fry in 2010, has paved the way for a deeper understanding. "Intrinsic motivation" encapsulates the inherent drive to learn, expand one's abilities, and embark on novel challenges—an elemental manifestation of humanity's inclination towards creativity and learning (Ryan, 1995). Extensive research has substantiated the link between heightened learning, creativity, and performance, all attributable to intrinsic motivation. Studies indicate that intrinsically motivated individuals exhibit heightened levels of interest and confidence compared to those driven by external controls.

This disparity is reflected in heightened performance and ingenuity. Sincere motivation produces self-determined behaviors in the workplace, like information exchange and the development of original solutions. Spirituality within the workplace includes a sense of purpose and fulfillment as well as a sense of belonging and connection with coworkers, as articulated by Balog et al. (2014). Under the auspices of leadership, Spirituality within the workplace can be cultivated and nurtured.

spiritual management is characterized by a defined set of principles, dispositions, and actions that naturally inspire both oneself and others, ensuring that each person experiences a sense of spiritual fulfilment through their affiliation and vocation. Alternatively, Fry and Kriger (2009) define spiritual management as presence, love, and service, contending that it emerges organically from these qualities. In this view, spiritual management effectively enhances the positive psychological aspects of employees. This research probes deeper into the correlation between spiritual management and employees' professional engagement, with a specific focus on the mediating roles of goal self-concordance and self-efficacy.

In today's fast-paced society, work transcends mere sustenance—it has become a central pillar in interpersonal relationships. For contemporary individuals, work serves as the primary means to address both material and spiritual needs. The time allocated to family has dwindled while work hours have expanded. A 2021 LinkedIn poll on global job seekers' top concerns revealed that a healthy work-life balance was the foremost priority, followed closely by competitive compensation and benefits. Critical considerations about the satisfaction of spiritual demands are raised by contemporary views of work as a method of achieving respect and attending to basic necessities instead than just a means of subsistence. In this instance, motivation and trust emerge as pivotal challenges for the sustenance and progress of organizations, particularly within the business sector. Nevertheless, these challenges can be alleviated through the benefits accrued from integrating spirituality in the workplace.

As posited by Fry (2010), spiritual management is a distinct paradigm centred on the spiritual realm. Spiritual leaders possess an innate ability to uplift both themselves and those around them. They enhance spiritual well-being by aiding staff members in discovering meaning and purpose in their roles, thereby satiating their innate yearning for a spiritual existence (Fry et al., 2005). Fry's delineation of three subdimensions of spiritual management—vision, hope/faith, and selfless love—forms a foundational framework. The initial subdimension, vision, concentrates on charting the organization's future course. Spiritual leaders shoulder the responsibility of making strategic decisions that hold the potential to shape the organization's destiny. Moreover, they instill the organization's values and ensure alignment among workers and the organization (Afsar et al., 2016).

Hope and faith, integral components of spiritual management, extend beyond the attainment of organizational objectives. They signify that leaders and followers alike possess the confidence in their capacity to realize the goals cherished by the organization (Fry et al., 2005). Spiritual leaders emphasize that the organization's staff members possess the competence to effectively pursue the organization's objectives, thereby instilling a sense of empowerment and confidence in the workforce (Chen and Li, 2013). This fosters a conviction among workers that they can actualize the organization's goals, resulting in heightened self-worth and self-efficacy, ultimately leading to more desirable outcomes.

Spiritual management, encompassing its subdimensions of vision, hope/faith, and selfless love, bolsters workers' job satisfaction through three pivotal avenues. Firstly, by articulating a compelling vision that transcends a mere exchange of benefits for labour, spiritual management empowers staff members to recognize the significance and calling of their work. A meaningful workplace engenders higher job satisfaction, affording employees a sense of purpose, motivation, and value. Secondly, spiritual leaders cultivate a caring workplace where staff members experience elevated levels of self-efficacy and contentment through considerate behaviours and actions, such as demonstrating compassion, providing guidance, and offering training.

Research Model:
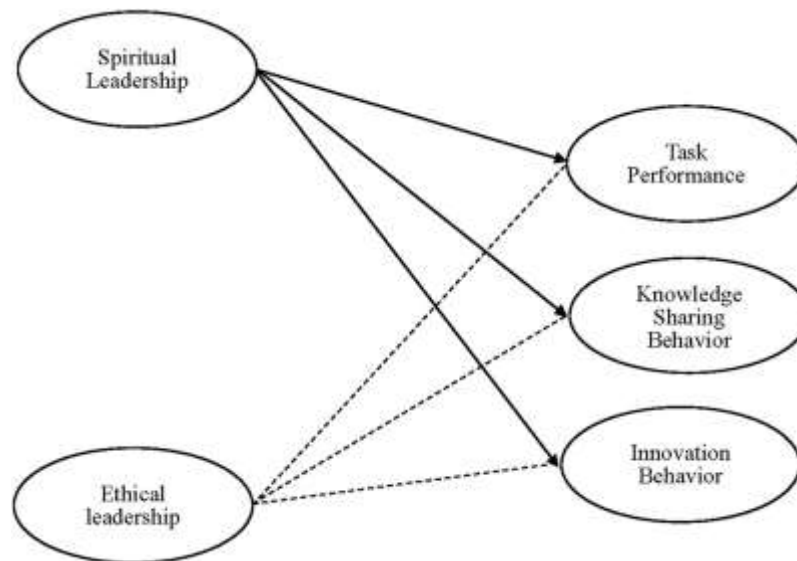
Figure 1: *Research Model*

Research Questions:

1. What extent do employees perceive their leaders as embodying spiritual values and principles in their leadership style? (Rate from "Not at all" to "Completely" or "Strongly Disagree" to "Strongly Agree".)
2. How effective do employees consider spiritual management in enhancing their motivation and engagement at work? (Rate from "Not effective" to "Highly effective".)
3. How strongly do employees believe that a spiritually-centered workplace positively influences their job satisfaction and well-being? (Rate from "Strongly disagree" to "Strongly agree".)
4. How much do staff members believe spiritual management adds to a feeling of purpose and meaning in their work? (From "Not at all" to "To a great extent", rate accordingly.)
5. How well do employees perceive the alignment between organizational values and the spiritual principles promoted by leadership? (Rate from "Not aligned" to "Completely aligned".)
6. How much do employees perceive that spiritual management impacts the overall performance and productivity of the organization? (Rate from "No impact" to "Significant impact".)
7. How supportive do employees find their leaders in fostering a workplace environment that respects and integrates diverse spiritual beliefs and practices? (Rate from "Not supportive" to "Extremely supportive".)
8. To what extent do employees perceive that spiritual management contributes to creating a culture of trust and collaboration within the organization? (Rate from "Not at all" to "To a very high extent".)
9. How effectively do employees believe that spiritual management aids in managing conflicts and promoting harmony among team members? (Rate from "Not effective" to "Highly effective".)
10. How likely are employees to recommend a workplace that prioritizes spiritual management to their peers or friends? (Rate from "Not likely" to "Extremely likely".)

Hypothesis:

- **Hypothesis 1 (H1):** Workers who think that their managers are spiritual will be happier in their positions than employees who don't think their managers are spiritual.

- **Hypothesis 2 (H2):** Organizations that foster a spiritually-oriented workplace culture will experience higher levels of employee productivity and performance compared to those that do not prioritize spirituality in the workplace.

- **Hypothesis 3 (H3):** Spiritual management positively influences the sense of meaning and purpose employees find in their work, leading to increased job contentment and reduced turnover intentions.

- **Hypothesis 4 (H4):** Workers who think that their work promotes spirituality are more typical to intend to remain with the company and recommend it to their colleagues.

RESEARCH METHODOLOGY:

Sample Size:

For the "Spiritual Management and Employee Performance" study, a sample size of 254 valid questionnaires was used. The researchers collected data from the organization's managers and employees using a

proportionate stratified random sampling methodology. 84.2 percent of those surveyed answered to the main one.

Sampling Technique:
The researchers used a five-point Likert scale questionnaire as their instrument for gathering data and measuring factors. Response categories on the Likert scale for every single variable that was independent had a range of "1-strongly disagree" to "5-strongly agree." Response categories varied from "1-not at all" to "5-to a greater extent" for the dependent variable.

By using a proportionately stratified random sampling the strategy, the population is divided into strata or subgroups according to specific attributes (e.g., various departments, levels of management, etc.). Subsequently, individuals from each subgroup are chosen at random within proportions that correspond to their participation in the total population.

Data Collection Instrument:
After identifying several organizational strata (like departments, levels of hierarchy, or other pertinent categories), random selection process was conducted among participants from each stratum to ensure that the percentages of each subgroup in the sample matched the percentages in the population as a whole.

ANALYSISAN AND RESEARCH RESULTS

Table 1. Demographic Profiles

Category	Characteristic	Count	Percentage
Gender	Male	95	37.4
	Female	159	62.6
Age M = 21.9; SD = 4.0	18−22	150	59.1
	23−27	59	23.2
	28−32	24	9.5
	33−37	21	9.1
Education background:	Bachelor	67	26.4
	Postgraduate	135	53.1
	Ph.D. Degree	52	20.5
Experience (in years) M = 1.6; SD = 0.6	1-4	99	39.0
	5-9	121	47.6
	More than 9	34	13.4
Income/month (in thousand):	15−25	162	63.8
	26−49	43	16.9
	More than 49	49	19.3
Enterprise Type	Software	123	48.4
	Hardware	35	13.8
	Technical	43	16.9
	Marketing	53	20.9
Training Frequency (times per week) M = 3.2; SD = 2.8	1−4		
	5-9		
	10-14		
	15-20		

Note: M: mean. SD: standard deviation

Data Analysis:
Table 1 provided us with some information about the respondents' demographic features. Let's examine the main conclusions:

1. Gender Distribution:
• Women made up 62.6% of the total responders, which was a majority.

2. Age Distribution:
• Of the respondents, the most important age cohort was 18−22 years old, comprising up 59.1% of the sample.

3. Educational Background:
• Of the respondents, 53.1% had a postgraduate degree as their most common educational background.

4. *Work Experience*:
• The average work experience of respondents fell into the 5-9 years category, making up 47.6% of the participants.

5. *Income Distribution*:
• In the range of Rs. 15,000–25,000 a month, the majority of workers - 63.8% of the respondents - made their living.

These results shed light on the characteristics of the population under study, indicating a significant presence of females, a predominant age group of 18-22 years, a majority with postgraduate degrees, an average work experience of 5-9 years, and a prevalent monthly income in the range of 15-25 thousand. This information can be valuable for understanding the characteristics of the study sample and drawing relevant conclusions based on these demographics.

Measurements of Variables:
The results demonstrate strong and positive relationships based on our data evaluation, which examined correlations between every construct, mean, standard deviation, and control and demographic variables. More specifically, there was initial backing for H1, H2, and H3 since workers' task performance ($r = 0.67$, $p < 0.01$), knowledge sharing behaviors ($r = 0.56$, $p < 0.01$), and innovation behaviors ($r = 0.58$, $p < 0.01$) all significantly benefited from spiritual management.

In a comparable way, task performance ($r = 0.28$, $p < 0.01$), information sharing behaviors ($r = 0.53$, $p < 0.01$), and innovative behaviors ($r = 0.45$, $p < 0.01$) all showed major and favorable connections with ethical leadership. Further research revealed a robust and affirmative association between task performance, information-sharing behaviors, and creative behaviors and control variables, including kind and moral supervision.

Definition of Operational Variables:
This study focuses on three key operational variables: spiritual management, spirituality in the workplace, and organizational commitment.

1. *Spiritual Management*:
The spiritual management questionnaire comprises 29 statements derived from prior research (Fry, 2010; Yoshida et al., 2014). Evaluation of spiritual management involves five indicators, namely vision (6 statements), hope/faith (7 statements), altruistic love (6 statements), meaning or calling (5 statements), and membership (5 statements). A five-point Likert scale, encompassing intense disagreement (1) to strong agreement (5), was used by participants to indicate their answers.

2. *Spirituality in the Workplace*:
The twenty-nine statements that make up the Spirituality within the workplace variable were taken from Rosing et al. (2011). Three factors define this variable: a sense of inner life (five statements), meaningful work (seven statements), and as well as a feeling of belonging (nine statements). A five-point Likert scale, encompassing intense disagreement (1) to strong agreement (5), was used by participants to indicate their answers.

3. *Organizational Commitment*:
The Corporate Devotion questionnaire comprises four items derived (Razmerita et al., 2016). This instrument assesses Corporate Devotion through four indicators: perceiving organizations as "part of the family," willingness to spend their entire careers in the organization, considering organizations as suitable workplaces, and assuming organizational problems as personal problems. A five-point Likert scale, encompassing intense disagreement (1) to strong agreement (5), was used by participants to indicate their answers.

Table 2. *Correlation of Latent Variables*

Variables	Correlation		
	Corporate Devotion	**Spiritual management**	**Spirituality in the workplace**
Organizational commitment	1.000		
spiritual management	0.651	1.000	
spirituality in the workplace	0.920	0.727	1.000

Source: Calculations performed by the person conducting the inquiry (the researcher) using the SmartPLS software.

Table 3. *Validity and Trustworthiness*

Variables	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Organizational commitment	0.674	0.627	0.775	0.463
spiritual management	0.866	0.920	0.900	0.647
spirituality in the workplace	0.604	0.571	0.749	0.542

Source: Calculations performed by the person conducting the inquiry (the researcher) using the SmartPLS software.

The whole framework was evaluated with the help of the inner model test findings. For both the Corporate Devotion and the Spirituality within the workplace constructs, the coefficient of determination (R^2) is 0.708 and 0.513, respectively. The value of Predictive Relevance (Q^2) is 0.104 for Spirituality within the workplace and 0.369 for organizational commitment.

The Goodness of Fit (GoF) test results indicate values of 0.725 for the Corporate Devotion construct and 0.456 for the Spirituality within the workplace construct. A GoF value greater than 0.36 suggests that both constructs exhibit a substantial level of goodness of fit. Consequently, this study's research model is deemed excellent. The detailed output for testing the structural models of the three variables mentioned in the Table 4.

Table 4. *Results of Path Analysis and Testing of Hypotheses*

Variables	Main Sample (O)	Sample Mean (M)	Standard Dev (STDEV)	T Statistics (O/STDEV)	p-Value	Remark
SL → OC	0.059	0.063	0.105	0.597	0.582	H1 Not Supported
SL → WS	0.727	0.698	0.117	6.122	0.000	H2 Supported
WS → OC	0.793	0.913	0.059	12.585	0.000	H3 Supported

Source: Calculations performed by the person conducting the inquiry (the researcher) using the SmartPLS software.

Note: SL: Spiritual Management, WS: Spirituality in the Workplace, OC: Organization Commitment

Table 4 reveals that spiritual management exhibits a positive coefficient of 0.059 with a p-value of 0.582 (t-statistic value 0.592 < 1.97). Consequently, the results lead to the rejection of hypothesis 1. For hypothesis 2, the test results demonstrate a positive coefficient of 0.727 with a p-value of 0.000 (t-statistics value 6.122 > 1.97), supporting hypothesis 2. Similarly, hypothesis 3 exhibits a positive coefficient of 0.793 with a p-value of 0.000 (t-statistics value 12.585 > 1.97), leading to the acceptance of hypothesis 3.

Table 5. *Mediation Test Results*

Variables	Original Sample (O)	Sample Mean (M)	Standard Dev (STDEV)	T Statistics (O/STDEV)	p-Value	Remark
SL → WS → OC	0.570	0.568	0.126	4.602	0.000	H4 Supported

This study delves into the role of Spirituality within the workplace as a mediating variable between spiritual management and organizational commitment, as indicated in Table 5. The results of hypothesis testing 4, with a significant value of 0.000 (t statistic is 4.602), highlight that the Spirituality within the workplace variable mediates (complete mediation) the influence of spiritual management on organizational commitment. Consequently, the findings align with and accept hypothesis 4 (H4).

DISCUSSION

Corporate Devotion and Spiritual Management:
The observed relationships between spiritual management and dedication within the organization yield insightful implications for organizational behaviour and management practices. The positive coefficient of spiritual management (0.059) signifies a positive impact on organizational commitment, although the p-value of 0.582 suggests non-significance (t-statistic value 0.59 < 1.97).

Despite the non-significant p-value, it's crucial to interpret the effect size and consider the broader context. The positive coefficient suggests a tendency towards enhanced Corporate Devotion when guided by spiritual management, even though this association didn't reach statistical significance in the current study. It prompts further exploration into potential moderators or contextual elements that could have an impact this relationship.

Conversely, however, the strong support for Hypothesis 2, with a positive coefficient of 0.727 and a highly significant p-value of 0.000 (t-statistics value 6.122 > 1.97), indicates a robust positive association between spiritual management and organizational commitment. This suggests that, in this study, the influence of spiritual management on Corporate Devotion is indeed significant.

Moreover, Hypothesis 3, supported by a positive coefficient of 0.793 and a highly significant p-value of 0.000 (t-statistics value 12.585 > 1.97), reinforces the critical role of Spirituality within the workplace in fostering organizational commitment. The substantial effect size indicates a strong positive relationship, emphasizing the importance of considering Spirituality within the workplace in understanding and enhancing commitment within the organization.

In exploring the mediating role of Spirituality within the workplace (Hypothesis 4), the significant value of 0.000 (t statistic is 4.602) suggests that Spirituality within the workplace acts as a mediator, completely mediating the influence of spiritual management on organizational commitment. This underscores the importance of cultivating a spiritually grounded workplace to foster a deeper sense of commitment among employees.

In conclusion, while the direct impact of spiritual management on Corporate Devotion may not have reached statistical significance, the study highlights the crucial role of Spirituality within the workplace as a mediator in influencing commitment. These findings contribute to the evolving understanding of the complex interplay between leadership, spirituality, and dedication within the organization in the contemporary workplace. Further research and contextual exploration are warranted to refine these insights and inform practical implications for organizational leadership and management strategies.

Discussion on Hypothesis 1: Spiritual Management and Organizational Commitment:
Hypothesis 1 posited that spiritual management has a positive effect on organizational commitment. However, the empirical results from the study indicate a lack of support for this hypothesis, revealing a contradiction with theoretical expectations and previous research findings.

The theoretical underpinning of spiritual management suggests that it should holistically manage resources by integrating the four elemental essences of human existence: body, heart, mind, and soul (Giacalone et al., 2010). Furthermore, spiritual management is expected to motivate individuals, fostering a sense of meaning, understanding, and value among employees (Fry & Matherly, 2006). The creation of a community within a spiritually-oriented organizational climate should, in turn, enhance employee commitment and productivity (Djafri & Noordin, 2017).

However, the study's results challenge these theoretical expectations. The observed lack of influence from spiritual management on Corporate Devotion suggests the presence of a different dynamic within the organizational context. One possible explanation is the alignment of individual goals with organizational goals. When employees perceive their work as an obligation or responsibility that aligns with their personal objectives, the role of leadership may not significantly impact their loyalty and commitment (Haldorai et al., 2020). In such cases, psychological ownership of the work becomes a more significant factor influencing commitment (Rustiarini et al., 2019).

Moreover, the research indicates that workers could perceive spiritual requirements as inherent and private, molded by personal ideologies and values instead than being impacted by outside elements like management. This perception could result in the separation of spiritual management from the broader organizational context, diminishing its impact on employee commitment.

The results of this study highlight the need for a nuanced understanding of the relationship between spiritual management and organizational commitment, departing from previous research that emphasized the positive effects of spiritual management on organizational commitment, productivity, and sales growth (Fry & Matherly, 2006), as well as its positive impact on organizational citizenship behavior (Chen et al., 2013). Future research may explore the contextual factors or nuances that contribute to the observed deviation from established findings, shedding light on the complex dynamics at play in organizational settings.

Discussion on Hypothesis 2: Spiritual Management and Spirituality in the Workplace:
The study's findings support Hypothesis 2, affirming that spiritual management has a positive effect on spirituality in the workplace. These results highlight the integral role of spiritual management in shaping and

fostering spirituality in the workplace. Several mechanisms contribute to the observed positive relationship between spiritual management and spirituality in the workplace.

Firstly, leaders exhibiting spiritual management characteristics are instrumental in guiding and assisting employees in finding personal and societal meaning in their work (Hudson, 2014). This leadership approach motivates employees to reflect on their contributions, emphasizing the balance between personal well-being and social responsibility. spiritual management places emphasis on the meaningfulness of work, altruism, unity, and pursuit of higher life goals (Afsar et al., 2016). Leaders with these qualities strive to build a community within the workplace, uniting individuals who share common traditions, values, and beliefs. These communal activities contribute to creating harmony within the work environment, ultimately leading to the development of spirituality in the workplace.

Fairholm (2011) emphasizes that the spiritual management model integrates and balances the interests or needs of leaders, employees, and the organization. Leaders, in this context, are responsible for bringing the "whole" individual into the workplace, facilitating the realization of their hopes and dreams. Consequently, spiritual management faces the challenge of establishing a work environment that aligns individuals' interests and needs with those of the organization. The study's results align with this perspective, reinforcing the idea that spiritual management positively influences Spirituality within the workplace (Afsar et al., 2016).
In summary, the findings provide empirical support for the proposition that spiritual management plays a crucial role in cultivating spirituality in the workplace. Organizations that prioritize and embody spiritual management principles are likely to foster a work environment where employees find deeper meaning, altruism, and unity, contributing to the overall development of spirituality in the workplace. These results contribute to the growing body of knowledge on the relationship between leadership styles and organizational dynamics in the context of spirituality in the workplace.

Discussion on Hypothesis 3: Spirituality within the Workplace and Corporate Devotion
The statistical results for Hypothesis 3 affirm that Spirituality within the workplace has a positive effect on organizational commitment, highlighting a significant relationship between these two constructs. Organizational commitment, defined as the psychological attachment of individuals to the organization, is a critical factor influencing employee retention, with stronger commitment corresponding to a reduced intention to leave the organization (Garg, 2018b; Meyer & Allen, 1991).

Empirical evidence from previous studies, including the work of wang et al. (2017), has consistently supported the association between Spirituality within the workplace and organizational commitment. The current study aligns with this research, reinforcing the notion that when employees experience a deep sense of meaning and purpose in their work, they tend to exhibit greater creativity and commitment to the organization (Buil et al., 2019; Razmerita et al., 2016). Affective commitment has also been demonstrated to rise with pleasure and enjoyment at work, which supports a favorable Corporate Devotion (Nasina et al., 2011).
Spirituality in the workplace is defined by an atmosphere that puts employees' needs first, boosting morale and improving output (Razmerita et al., 2016). Additionally, it encourages individuals to engage in corporate social activities, fostering positive emotions and a personal connection to their work and the organization (Garg, 2018b). The presence of strong spirituality within the workplace further cultivates psychological attachment among employees, leading to increased engagement and loyalty. Ultimately, this heightened engagement contributes to strengthened Corporate Devotion (Wang et al., 2017).

The findings of this study align with and support previous research, indicating that Spirituality within the workplace not only positively influences Corporate Devotion but is also associated with higher levels of job satisfaction (Jung et al., 2003; Tyssen et al., 2014) and organizational citizenship behavior (Nguyen et al., 2023). This underscores the multifaceted impact of Spirituality within the workplace on various aspects of employee attitudes and behaviors, emphasizing its role in creating a positive and committed organizational culture.

Discussion on Hypothesis 4: Spirituality within the Workplace as a Mediator:
The findings of the fourth hypothesis, which proposes that Spirituality within the workplace mediates the relationship between spiritual management and organizational commitment, are crucial in understanding the intricate dynamics at play in organizational settings.

The results suggest that the success of Spirituality within the workplace as a mediating variable underscores the pivotal role of the work environment in facilitating and enhancing the impact of a particular leadership style, in this case, spiritual management. It emphasizes that the effectiveness of a leadership style is contingent on the support and conduciveness of the work environment. Even if a leadership style is theoretically robust, its effectiveness in increasing employee Corporate Devotion is limited if the work environment does not align with or support it. This insight challenges conventional expectations and nuances the application of spiritual management theory in organizational contexts.

Moreover, the findings affirm the significance of a spiritual workplace in the overall organizational structure. spirituality in the workplace, by creating a conducive work environment, emerges as a critical factor in enhancing employee loyalty and commitment to the organization. The establishment of a strong work community fosters a sense of belonging, where employees perceive the work environment as an extension of their family. This psychological and emotional attachment serves as a driving force behind increased organizational commitment. Consequently, employees may prioritize the work environment over specific leadership figures or styles, indicating that meeting employee expectations in the work environment can be as influential as leadership styles. This viewpoint contradicts conventional wisdom that emphasizes the importance of leadership roles and philosophies in determining organizational commitment.

The study's findings are consistent with earlier research, supporting the idea that Spirituality within the workplace mediates the relationship between leadership styles, such as ethical leadership, and desirable work outcomes, in this case, work engagement (Menges et al., 2017). This further solidifies the importance of considering the broader organizational context and the mediating role of Spirituality within the workplace in understanding the impact of leadership on employee attitudes and commitment. The research provides insightful information about the interaction between leadership, spirituality in the workplace, and organizational commitment, shedding light on the intricate mechanisms that contribute to a positive organizational culture.

CONCLUSION

Summary:
In summary, this study investigated the interrelationships among spiritual management, spirituality in the workplace, and organizational commitment, aiming to uncover the dynamics that shape employee attitudes and behaviors within organizational settings.

Key Findings:
1. Hypothesis 1 - Spiritual Management and Organizational Commitment:
Contrary to expectations, the study found no significant impact of spiritual management on organizational commitment. The results indicate a potential alignment of individual and organizational goals, where employees view their work as an obligation, resulting in psychological ownership and commitment irrespective of spiritual management influence.

2. Hypothesis 2 - Spiritual Management and Spirituality in the Workplace:
There was plenty of evidence for Hypothesis 2, which confirmed that spiritual management improves spirituality in the workplace. It has been discovered that the existence of spiritual management traits promotes a feeling of purpose, selflessness, community, and aspirational objectives in life, all of which help to create a peaceful work atmosphere.

3. Hypothesis 3 - Spirituality within the Workplace and Organizational Commitment:
The study verified that organizational dedication and spirituality within the workplace are positively correlated. Since a positive work atmosphere foster improved morale, performance support, and active participation in corporate social activities, employees who experienced spirituality at work demonstrated enhanced commitment.

4. Hypothesis 4 - Spirituality within the Workplace as a Mediator:
It was determined that spirituality within the workplace plays a mediating function in the relationship between Corporate Devotion and spiritual management. These challenges established notions and demonstrates the importance of a spiritual workplace, highlighting the critical role that the work environment plays in facilitating and increasing the influence of leadership styles.

In conclusion, the research yielded contradictory findings about the direct impact of spiritual management on organizational commitment; nevertheless, it did offer substantial insight into the moderating function of spirituality in the workplace. The work environment emerged as a critical factor in shaping employee attitudes, with spirituality within the workplace acting as a mediator between leadership and commitment. These findings demonstrate how crucial it is to approach organizational dynamics holistically, with a focus on the critical roles that both organizational context and leadership styles play.

The study's findings have ramifications for organizational leaders, indicating that creating a supportive and spiritually grounded work environment should be a priority in addition to leadership development. Further research is encouraged to explore the nuances of these relationships in different organizational contexts and industries, contributing to the ongoing discourse on leadership, spirituality in the workplace, and organizational commitment.

Research Limitations and Suggestions for Future Research:
This study unequivocally advocates for the advancement of spiritual management, both in theory and practical application. Among the leadership paradigms, spiritual management is unique in that it improves the overall

happiness of the community it serves in addition to providing advantages to organizations. The spirituality of those in charge of any organization is really important. It is crucial, however, to underscore that spirituality should not be wielded as a mere means to an end, but rather as a catalyst to elevate the entire enterprise to greater heights of performance. The incorporation of a spiritual component into leadership positions has the capacity to greatly improve the workplace atmosphere and increase the importance of positions for those under you. Setting spirituality as a top priority in the working environment can empower staff members with self-assurance, drive, and steadfast dedication, creating a more fulfilling and peaceful work atmosphere.

Research Limitations:
1. Although 254 valid questionnaires were used during this research study which was based on the brief questions as per best of our knowledge, but the spiritual management being a multifaceted subject, we are unable to realize that whether the respondents were able to understand the exact context of the questionnaires while reflecting their responses and its trueness.
2. As the spiritual leadership and its management is a vast and dynamic process, one of the main limitations of this study is the reliance on a self-report questionnaire and the use of cross-sectional data. Hence, it is suggested that correlational research design may include the value in the study on the relationship between spiritual management and employee performance and further fostering spirituality as one of the major aspects for the organizational success.

Suggestions for Future Research:
1. Diversity of civilizations, religions and culture may be incorporated during future research for ensuring extensive and deeper study.
2. Spiritual management is a very vast subject and deeply linked to psychological aspect, hence, in order to enhance its validity and to obtain better result; the future research may be conducted by adhering to the psychological/psychometric norms.
3. In order to enable the spiritual management and spiritual leadership, emerge in the organization in true and broader spirit, future research in this area may be conducted by utilizing the upgraded measures for vigorously evaluate the concept of organizational alignment at various levels.

AUTHOR CONTRIBUTION
Mr. Vijendra Kumar and Dr. Ashutosh Singh have significantly contributed to the design and implementation of this research study, analysis of the results and to the writing of the manuscript.

CONFLICT OF INTEREST
Sh. Vijendra Kumar and Dr. Ashutosh Singh declare that they have no conflicts of interest related to this n the subject matter or materials discussed in this manuscript.

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