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A NEW WAY FOR IT COMPANIES TO GROW: INCLUDING SPIRITUAL INTELLIGENCE IN THEIR CULTURE AND LEADERSHIP DEPARTMENTS

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Abstract:
However, despite its role as a driver of innovation and worldwide connectedness, the information technology business is also characterized by high pressure, ethical conundrums, and increased employee burnout. This article investigates how the ability to discover meaning, purpose, and connection might serve as a basis for healthier leadership and more resilient organizational cultures. Specifically, the research focuses on leadership and organizational cultures. The difference between social intelligence and cognitive or emotional intelligence is that social intelligence gives leaders and workers an internal compass that helps them make ethical decisions, cultivates compassion, and creates resilience in settings that are unpredictable.
The purpose of this research was to investigate the ways in which corporate spiritual practices and spiritual intelligence (SI) impact leadership, decision-making, employee attitudes, and intellectual progress. The studies used regression analysis and structural equation modeling (SEM). According to the findings, employees who have a higher SI demonstrate stronger leadership and decision-making abilities. “On the other hand, organizations that incorporate spiritual practices such as mindfulness, ethical training, and value-driven initiatives see more positive employee attitudes and enhanced intellectual development at their workplaces. When taken as a whole, these findings demonstrate that personal spirituality and supportive workplace environments are not independent forces but rather complimentary drivers of sustained success.
Embedding management information systems (SI) into leadership programs and organizational culture is more than just a theoretical ideal for information technology organizations that are navigating rapid change; it is a real approach. Organizations have the ability to cultivate trust, inspire creativity, and create environments that are conducive to the growth of both individuals and enterprises when they connect their beliefs with their actions.

Keywords: Spiritual Intelligence, Leadership Development, Organizational Culture, Employee Attitudes, Intellectual Growth, IT Sector, Sustainable Growth

1. Introduction

When it comes to the quickly changing digital environment of modern civilization, the information technology sector is very necessary. In today's quickly changing digital environment, the information technology sector is essential to the development of new technologies, the establishment of global connections, and the complexity of organizational structures. Individuals typically underestimate the human side of leadership, especially its moral and spiritual aspects, despite the rising prominence of technology innovation and agile management. A growing number of companies are coming to the realization that sustainable development comprises not just productivity and efficiency but also values, compassion, and meaningful relationships as well. This knowledge encourages interest in implementing SI

into leadership and organizational systems, which is a positive development. In the context of tackling ethical concerns, encouraging inclusion, and increasing inner resilience among leaders and workers, Spiritual Intelligence, which may be defined as the capacity to uncover and communicate meaning, purpose, and connectedness in both personal and professional spheres, serves as an essential asset. Intelligent self-awareness (SI) is distinct from emotional intelligence and cognitive intelligence since it is founded on deep self-awareness and higher principles. This makes it easier for individuals to match their actions with their own personal views and assists the organization in achieving its goals [2]. A lack of spiritual foundation may lead to burnout and disengagement in high-pressure situations such as information technology corporations, where workers are constantly confronted with new technology, increased expectations, and emotional tiredness. The cultivation of purpose-driven leaders who are able to make ethical judgments may be accomplished via the incorporation of spiritual intelligence into leadership training and company culture. Facilitating the development of Spiritual Intelligence in the workplace helps to cultivate a feeling of belonging, mutual trust, and creativity among workers, all of which are beneficial to the long-term survival of the organization. It is no longer a simple goal for information technology businesses to include Spiritual Intelligence into their fundamental operations; rather, it is an obligation that must be responded to. It provides a human-centered alternative to mechanical economic strategies, making it possible for people and organizations to thrive in an environment that is both dynamic and unpredictable.

. **1.2 Relevance of Spiritual Intelligence in the Modern Workplace**

The workplace of the 21st century is experiencing a significant transformation, moving away from hierarchies that are inflexible and structures that are task-oriented and toward workplaces that are more adaptable and focused on the needs of employees. Employees in the modern day are dissatisfied with just transactional work connections; they are looking for purpose, meaning, and alignment between their own beliefs and the aims of the firm. Within the context of this endeavor, SI serves as an indispensable framework that establishes a connection between professional obligations and personal fulfillment.

In contrast to conventional notions of intelligence, social intelligence (SI) goes beyond the simple ability to solve problems and connect with other people. It investigates the ways in which individuals get meaning from their job, maintain ethical standards, and become involved with a purpose that goes beyond their own existence. Employees, who work for firms that purposefully cultivate social intelligence, exhibit greater resilience, empathy, and ethical awareness. These are all qualities that are essential in situations that require complicated decision-making, such as those found in information technology companies. It has been shown via research that the implementation of spiritual practices in the workplace has the potential to enhance job satisfaction, foster trust, and foster a more robust sense of community among workers [6]. These results are especially pertinent in the information technology industry, which is characterized by long project cycles and a high personnel turnover rate. In situations when there is a lot of strain, leaders who have superior social intelligence are better able to handle ambiguity, motivate others, and keep their integrity intact.

Furthermore, a culture of company that is molded by social innovation improves the well-being of individuals and stimulates innovation that is socially sustainable. When employees are able to function on the basis of shared values and internal coherence, they exhibit

enhanced engagement and an inherent motivation to contribute that goes beyond immediate benefits.

Therefore, the significance of social intelligence in today's workplace must be considered from both a personal and a strategic perspective. By doing so, it helps people to achieve coherence in their jobs while simultaneously aiding organizations in the creation of ecosystems that are compassionate, resilient, and morally based, and that are capable of prospering in a world that is becoming more complicated.

1.3 Challenges in the IT Sector: Ethical, Psychological, and Organizational

The Information Technology (IT) business is recognized for its creativity and productivity, but it also has its own set of difficulties that have a large influence on the ethical, psychological, and organizational elements of employee experience. Keeping one's cool and making moral decisions—both of which may be challenging in high-pressure situations—are skills that will be required to keep up with the rapid digital change. The difficulty in distinguishing between right and wrong is a major issue in the information technology field. Managers and workers alike often face situations when they must act swiftly, even in the absence of explicit guidelines. Conflicts involving intellectual property, data privacy, algorithmic prejudice, or arbitrary client deadlines are all possible outcomes. Technical and moral considerations coexist in many evaluation contexts. When people lack a strong moral compass, they are more likely to make mistakes that compromise the firm's integrity and the confidence of its stakeholders [9]. Meanwhile, there has been a dramatic increase in the number of cases of mental illness among IT workers. Working longer hours with increased expectations, worrying about losing their jobs to robots, and always having to acquire new skills has left workers exhausted and disinterested. Particularly among younger professionals who seek purpose in their work, there is an alarming increase in burnout, anxiety, and isolation. This situation slows down output and lowers morale at work. Additionally, empathy is often overlooked in favor of efficiency in IT company cultures. There is less opportunity for employees to form meaningful relationships on a personal and spiritual level due to the geographical dispersion of virtual teams and interactions mediated by technology. Leadership styles that prioritize hierarchy and performance don't always inspire teams or address people's needs effectively [11]. In today's fast-paced, high-pressure world, spiritual intelligence is crucial. Even in the face of adversity, SI provides the groundwork for individuals to act in accordance with their principles. It improves mental health by training one to be more self-aware, more attentive, and more resilient. Leaders who possess high levels of social intelligence may be better able to create inclusive, compassionate, and morally strong workplaces for their employees [12]. This means that the information technology sector is entering a pivotal period in its development. In order to remain competitive and assist individuals in realizing their maximum potential, it is crucial to shift its emphasis from surface-level tools and frameworks to more profound, people-centered forms of intelligence, particularly spiritual intelligence. This will ensure its continued success in the long run.

1.4 The Need for a Value-Driven Approach

Finding a balance between financial success and being true to one's vision is a common challenge for businesses in today's environment of fast technical advancement and intense competition. Traditional management metrics that place an emphasis on observable outcomes include market share, growth, and efficiency. These metrics are among the most common.

But more and more people are realizing that trust, empathy, integrity, and purpose are the intangible human traits that are fundamental to long-term success. This realization highlights the critical need of a value-centric strategy in business operations, especially in fields like information technology (IT) where mental and emotional abilities are constantly challenged. Those who are employed in the modern era, particularly those who belong to Generation Z and the millennial generation, are looking for more from their jobs than just a paycheck. They are interested in forming partnerships with organizations that share their values and goals, as well as those that have management practices that are founded on ethical principles when it comes to management. Regrettably, there are still some businesses that adhere to antiquated performance standards that prioritize obeying the laws over doing the right thing ethically and prioritizing speed over depth. Because of a diminished sense of belonging to their companies, employees have shown less dedication and innovation [13]. This has had a negative impact on the businesses they work for.

Integrating SI into the workplace goes against this tendency to a large extent. For the purpose of fostering qualities such as connection, honesty, humility, and compassion, SI encourages individuals to make responsible judgments and to be ethical leaders. A spiritually attuned leader is one who puts the greater good ahead of personal gain and who values people above formal regulations.

When a company's strategies are founded on its core values, the company's overall strength increases. In times of uncertainty, such as when the economy is in a tailspin, when technology is advancing at a dizzying pace, or when society is facing a catastrophe, businesses that are founded on fundamental human values tend to be more resilient and trustworthy than other types of businesses. They provide a place where people feel comfortable enough to talk freely, which promotes moral development and emotional well-being.

An environment that encourages learning and innovation could benefit from the addition of spiritual intelligence-based value-fostering. Workers are more inclined to speak up, share their ideas, and work together honestly when they feel supported emotionally and psychologically. In addition to fostering innovation, these cultures are magnets for goal-oriented, introspective, and self-improvers.

The workplace is transformed from a mere location where individuals do business into a genuine community via a value-driven strategy grounded on spiritual intelligence. It recognizes that human capital, and not financial success or cutting-edge technology, is what makes a company tick, the statement reads. This perspective is not only ethically and strategically sound, but it is also rational when it comes to the establishment of robust enterprises that are focused on the future.

1.5 Objectives and Research Questions

Transactional performance indicators aren't cutting it anymore; we need a more nuanced, value-based comprehension of what motivates individuals and groups if we want to keep up with the dynamic IT industry. In light of this shift, SI has emerged as a key component that has the potential to strengthen ethical leadership, improve decision-making skills, and foster long-term company cultures. Understanding and integrating spiritual intelligence into the organizational structure is a necessity, according to this research. This is particularly true in knowledge-driven, innovation-focused sectors like IT.

The major goal of this study is to find out how employees define spiritual intelligence and

how they think it may help them grow in their careers and personally. People who work in information technology nowadays are involved in much more than just writing code and designing systems; they are also leaders, team players, and ethical practitioners whose work has far-reaching consequences for the world at large. Looking at their spiritual intelligence knowledge and awareness may assist companies understand how to help individuals improve in all aspects [17].

The impact of spiritual intelligence on leadership formation and decision-making is another area of focus. A framework based on moral principles, clarity, and empathy is offered by SI in high-pressure situations that need intelligent yet rapid leadership. As an internal compass, it helps leaders navigate challenging situations while remaining loyal to their principles [18]. The research intends to analyze the perception of spiritual practices and ideals in corporate settings, especially in connection to training, development, and performance culture. It may be challenging for many businesses to implement their spiritual or moral principles into tangible efforts to foster good work environments. This study seeks to provide light on the perspectives, difficulties, and expectations of workers in this setting [19].

Research delves into the personal and organizational hurdles that hinder the development of spiritual intelligence at work, including lack of time, cultural shame, and leadership's inability to comprehend or support the effort. More inclusive and compassionate development methods may be formulated with an understanding of these obstacles in mind [20]. This research delves into the theoretical concept of spiritual intelligence and presents it as a force that can really make a difference in IT firms. It argues that spiritual intelligence can promote better leadership, more involvement, and constant advancement.

2. Literature Review

2.1 Conceptual Foundations of Spiritual Intelligence

SI surpasses IQ and EQ and represents a novel and profound aspect of human capability. The idea is not based on dogma or organized beliefs but on a deep comprehension of meaning, interdependence, and moral behavior. SI aids individuals in making self- and group-beneficial decisions, finding purpose amid adversity, and bringing their behavior in line with their highest ideals [21].

Among the pioneers of SI, Danah Zohar was a key figure. As far as she was concerned, it was the brainpower that helps us discover our life's true calling. It allows people to change their situations and think about things beyond the short term or measurable outcomes [22]. Emotional intelligence is concerned with interpersonal dynamics, whereas cognitive intelligence is concerned with problem-solving via reasoning. In contrast, SI operates at a more fundamental level, providing you with inner stability and moral clarity when confronted with complexity.

According to research, social intelligence (SI) encompasses essential competencies including self-awareness, empathy, knowledge, transcendence, and the ability to remain calm and collected in the face of adversity [23]. People often face moral quandaries, pressure to perform, and identity crises on the job, making these abilities all the more crucial. Spiritual intelligence may act as a guiding compass for behavior and decision-making, linking them with a long-term vision and social responsibility.

There is evidence that SI may improve both leadership effectiveness and individual change. It facilitates the transition from interest-based to purpose-based motivation. More compassionate, inclusive, and ethical leadership styles may emerge as a result of this shift

[24]. Those who are spiritually aware tend to become the rock upon which others may build trust, have meaningful conversations about ethics, and achieve more success as a team. Knowledge is power, and burnout is rampant in today's economy; SI plays an even more crucial role in this context. An organization's long-term success depends on its members' ability to be authentic, strong, and part of a community. Future leaders must possess the qualities of cultural sensitivity and holistic thinking, both of which SI promotes in today's increasingly varied and globally linked workplaces.

The ability to bring a more human touch to leadership, decision-making, and the workplace is the intellectual bedrock of spiritual intelligence. It requires a conscious shift in how we lead, work, and engage with one another, the planet, and ourselves.

2.2 Leadership Theories and Spiritual Dimensions

Since the beginning of time, the concept of leadership has been understood to place an emphasis on authority, the effectiveness of decision-making, and strategic foresight. While these traits remain important, evolving social and organizational challenges have highlighted the need for a more holistic and human-centered model of leadership one that includes emotional and spiritual dimensions. In this regard, spiritual intelligence offers an enriching perspective that complements and extends classical leadership theories. According to the transformational leadership theory, for example, leaders are encouraged to inspire, motivate, and elevate their followers in the direction of achieving shared goals. However, when spiritual intelligence is incorporated into this paradigm, it offers additional levels of meaning, ethical grounding, and purpose. Leaders with high SI are not just visionaries but also servant leaders who emphasize the well-being and moral growth of their teams [25]. They lead by core principles, demonstrate empathy, and establish a work culture founded in trust and connectivity.

Through the provision of an internal compass and a guiding framework for difficult choices, particularly in situations that are morally ambiguous, spirituality contributes to the enhancement of leadership. Studies demonstrate that leaders with spiritual grounding are more likely to engage in self-reflection, exercise humility, and stay resilient amid crises [26]. They often embody virtues such as patience, compassion, and fairness, which have been increasingly recognized as vital in the post-pandemic leadership landscape [27].

Additionally, the presence of spiritual intelligence is a significant factor that contributes to the strengthening of ethical and authentic leadership models. Authentic leaders are those who operate with transparency and consistency, and SI provides them with the depth necessary to act with integrity and intention. This connection has been empirically observed, especially in knowledge-based and high-stress industries like IT, where ethical lapses can have far-reaching consequences [28].

Leadership rooted in spiritual values also transforms organizational culture. It fosters environments where employees feel valued not just for their output, but for their whole selves. These kinds of environments encourage collaboration, lessen the impact of fear-based competition, and foster innovation that is driven by a noble purpose [29]. Organizational leaders who possess SI are able to construct powerful and inclusive teams, as well as cultivate an ethical consciousness that permeates the entire organizational hierarchy. Importantly, spirituality in leadership is not confined to any one faith or belief system. Essentially, it is a universal concept that places an emphasis on characteristics such as connection, purpose, service, and awareness. These characteristics are universally recognized

and have the potential to bring together diverse teams found in increasingly global workplaces.

In conclusion, the incorporation of spiritual intelligence into leadership theory does not supplant standard approaches; rather, it enhances the effectiveness of those approaches. It bridges performance with purpose, strategy with soul, and ambition with authenticity, enabling leaders to guide their organizations not only toward success but also toward significance.

2.3 Organizational Culture and Spiritual Practices

When it comes to influencing employee conduct, productivity, and happiness, organizational culture is king. A rising number of people have come to realize in recent years that spiritual principles and practices should be part of company culture in order to create more productive, ethical, and environmentally friendly workplaces. With the increasing complexity and cultural diversity of today's organizations, spiritual intelligence provides a guiding light that can help individuals and groups find common ground and work together more effectively. Employee engagement, psychological safety, and moral commitment are all favorably impacted by spiritually enriched societies, according to recent research [30]. In such cultures, values like compassion, sincerity, mindfulness, and service are not simply aspirational but are lived experiences integrated into the everyday process. In the information technology field, where workers often face high-pressure situations, emotional weariness, and ethical dilemmas, this becomes particularly important.

Workplace happiness, teamwork, and ethics have all been shown to increase when companies promote spiritual activities like meditation, yoga, and value-based discourse [31]. A decrease in workplace conflict and an increase in team synergy may be achieved via the use of these strategies, which promote emotional control and improve interpersonal interactions. More importantly, they show workers that you care about them as people and their emotional health, which boosts morale and commitment to the company.

Building a society that is spiritually knowledgeable also requires strong leadership. According to studies, an organization's culture of ethics may be strengthened when leaders provide an example of spiritual qualities like empathy, honesty, and deliberate decision-making [32]. This values-from-the-top method helps change cultures for the better in the long run by establishing trust.

Beyond that, there is a strong correlation between spiritual intelligence and long-term viability of organizations. Beyond maximizing profits and focusing in the short term, a spiritually conscious culture promotes actions that address the bigger picture. Both internal (the welfare of employees) and external (the effect on the society) sustainability objectives are served by it, as it promotes long-term thinking and socially responsible decision-making [33].

A crucial to cultural cohesion in today's globally and technologically driven workplaces is the incorporation of spiritual principles. It promotes welcoming spaces where different viewpoints are respected and the collective knowledge is appreciated. Such cultures are more able to weather the storms of today's unpredictable business climate because of their adaptability and resilience.

In summary, humanizing work is the key to fostering spiritual intelligence inside company culture, not religion or rituals. It is all about creating environments where individuals can

grow, connections can strengthen, and the company can develop with a clear sense of purpose and ethics.

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2.4 Spiritual Intelligence in Business and IT Contexts

In the past few years, SI has transitioned from being a purely academic construct to becoming a practical necessity within business environments, particularly in the information technology sector, which is both dynamic and demanding. Organizations increasingly understand that beyond skills and technical acumen, it is the inner orientation of employees their values, sense of purpose, and ethical compass that shapes long-term success. In this context, SI serves as a vital bridge between human potential and organizational excellence.

Employees in the information technology business are often pushed to their mental and emotional limitations, since the field is well-known for its fast innovation and high-pressure workloads. Amidst such stress, SI helps professionals negotiate difficult decision-making with clarity and purpose. Recent empirical research reveal that spiritually savvy professionals display superior resilience, ethical judgment, and problem-solving abilities in risky work situations [34]. This is especially important in IT roles involving data ethics, user privacy, and algorithmic transparency.

There is a correlation between the incorporation of enterprise intelligence into the business model and increased employee engagement and retention. Research has indicated that professionals who regard their job as important and values-aligned are more devoted to their employment and less vulnerable to burnout [35]. In IT settings where turnover is high and loyalty is often tested SI fosters emotional connection and a deeper sense of belonging within teams.

Additionally, the implications of SI extend beyond the performance of individuals. Organizations that cultivate spiritual intelligence at a systemic level benefit from a culture of creativity, ethical leadership, and sustainable practices. Studies have showed that when spiritual principles such as trust, compassion, and self-awareness are integrated in business culture, it leads to increased cooperation, customer happiness, and reputation management [36].

Notably, SI in the IT industry is also emerging as a strategic leadership tool. Leaders with strong spiritual intelligence promote shared vision, model ethical conduct, and make inclusive judgments. In doing so, they create psychologically safe environments that promote creativity, experimentation, and collective learning hallmarks of agile and future-ready organizations [37].

From a global perspective, where IT teams often operate across borders and time zones, SI encourages intercultural empathy and ethical sensitivity, both of which are crucial in managing diversity and distributed teams.

In essence, spiritual intelligence is no longer a philosophical add-on but a strategic enabler allowing IT companies to blend technology with humanity, logic with ethics, and innovation with purpose.

2.5 Research Gaps and Theoretical Integration

While the literature on SI has grown steadily over the past decade, a significant research gap remains in understanding how SI functions within corporate environments particularly in technology-driven sectors like IT. Much of the existing work focuses on conceptual frameworks, with limited empirical exploration into how SI actually translates into improved

leadership, ethical decision-making, and sustainable organizational practices in high-demand business settings.

In terms of the actual incorporation of SI into leadership development programs, there is a significant gap that exists. There is still a lack of guidance on how to operationalize spiritual intelligence in day-to-day leadership activities, training, or performance metrics [38], despite the fact that studies have demonstrated that spiritually grounded leadership has the potential to influence ethical behavior and organizational commitment". For sectors like IT, where leadership frequently interacts with technology governance, innovation cycles, and team agility, this gap becomes even more crucial.

Furthermore, while SI has been linked to personal well-being and job satisfaction, there is a lack of longitudinal data examining its sustained impact on organizational outcomes such as employee retention, innovation, and ethical resilience over time [39]. It is crucial to have this long-term view in order to demonstrate the strategic worth of SI in the fast-paced information technology industry, where burnout, attrition, and moral fatigue are commonplace outcomes.

Additionally, there is a lack of investigation into the cultural and geographical variables that have an effect on spiritual intelligence, particularly in varied workplaces such as those that are found in global information technology companies. Cultural context has a key influence in how spirituality is seen and practiced, however most SI models have been established in Western contexts, sometimes missing spiritual diversity in Asia, Africa, or Latin America [40]. As IT firms increasingly deploy global workforces, recognizing this cultural difference becomes critical.

Moreover, the convergence of SI with technological ethics, algorithmic transparency, and digital responsibility remains an under-researched subject. In light of the fact that artificial intelligence and machine learning are increasingly taking on decision-making responsibilities, the human spiritual compass is becoming even more essential in order to effectively guide ethical boundaries. Only a few number of empirical investigations have been conducted to investigate the human-technology-spirituality triangle [41].

Furthermore, despite the fact that the theoretical underpinnings of SI are solid, there is still a need for scholarly attention in the areas of practical application, sector-specific adaptation, and cross-cultural validations. Bridging these gaps will not only enrich academic discourse but will also empower organizations to implement SI as a transformative tool for ethical, inclusive, and sustainable growth.

3. Methodology

3.1 Research Design and Philosophical Underpinning

In this particular investigation, a descriptive-exploratory research strategy is used, and it is positioned within the larger framework of pragmatism. The pragmatic paradigm encourages the use of both quantitative and qualitative approaches to comprehensively examine complex human phenomena such as spiritual intelligence, ethical leadership, and corporate culture [42]. By combining these methods, the research seeks not only to measure relationships through statistical rigor but also to uncover the deeper meanings behind employee attitudes and workplace experiences.

The descriptive aspect of the design focuses on identifying existing patterns in the levels of spiritual intelligence and its correlation with leadership effectiveness and cultural dynamics in IT workplaces. Simultaneously, the exploratory component allows room to investigate

emerging themes and employee narratives regarding the organizational relevance of spirituality topics often overlooked in rigidly structured studies [43].

This technique is particularly significant in humanities-focused research, because comprehending values, beliefs, and intentions demands attention to context and variety of experiences. Furthermore, the study is in line with current trends in organizational research that advocate for the convergence of humanistic and evidence-based approaches to tackle real-world difficulties [44]. This is accomplished via the use of mixed-methods inquiry.

3.2 Population and Sampling Strategy

For the purposes of this study, the demographic of interest consists of individuals who are employed in information technology firms, ranging from entry-level workers to senior management. In light of the fact that the research is going to concentrate on spiritual intelligence, leadership development, and organizational culture, it is very necessary to conduct the study with participants who have a wide range of responsibilities and experiences in the workplace. Because of this, it is possible to gain a deeper comprehension of the ways in which spiritual practices are perceived, internalized, and operationalized within information technology environments.

The sampling approach adopted is purposive non-probability sampling, particularly designed to identify persons likely to hold significant insights on the study's issues [45]. This approach ensures that employees who are either currently in leadership positions, involved in decision-making processes, or have received training in values-based programs are included in the process. To capture wide viewpoints across experience levels, the sample includes incorporates professionals from various age groups and departments within the IT sector. A sample size of at least 300 participants was targeted to provide sufficient statistical power for hypothesis testing and model validation, as recommended for social science research using multiple regression or SEM techniques [46]. Additionally, this size allows for meaningful comparisons to be made between subgroups based on gender, age, and experience.

The technique that was used strikes a compromise between depth and variety, making it possible to record and evaluate in a meaningful manner both typical patterns and unique events that occur in the workplace [47].

3.3 Tools and Measures

According to the findings of the research, the major method of data collection was a structured questionnaire. This was done in order to capture the multifaceted character of spiritual intelligence as well as its influence on organizations. Spiritual Intelligence, Leadership Skills, Employee Attitudes, and Organizational Spiritual Practices were taken into careful consideration throughout the development of the instrument, which was developed to test these four fundamental concepts. A series of Likert-scale questions were used to operationalize each construct. These items gave respondents the opportunity to indicate the degree to which they agreed or disagreed with statements using a scale that ranged from 1 (Strongly Disagree) to 5 (Strongly Agree) [48].

The SISRI-24 model, which was adapted to the organizational context in order to evaluate reflective practices, ethical decision-making, and inner clarity, served as the source of inspiration for the items contained within the spiritual intelligence category. Leadership and attitude items drew from validated organizational behavior scales, ensuring alignment with

previous research in workplace ethics and value-driven leadership [49]. Using measures that examined mindfulness promotion, value-based training, and cultural inclusivity, an evaluation of the spirituality of the organization was carried out.

Before the tool was fully implemented, it was put through a series of pilot tests to ensure that it was both clear and reliable. Additionally, its internal consistency was validated using Cronbach's Alpha, which resulted in consistently high scores across all components. The clarity, versatility, and empirical basis of the instrument make it successful for both large-scale quantitative research and complementing qualitative investigation [50].

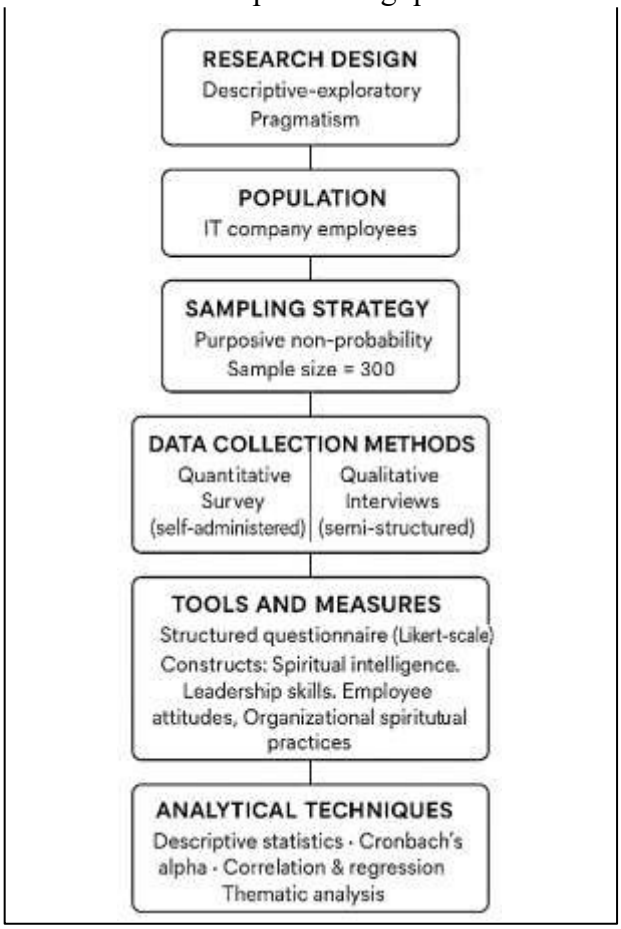


Figure 1: Flowchart for the research methodology adopted

3.4 Data Collection Methods

The process of collecting data was organized around a mixed-methodologies approach, which included both quantitative and qualitative methods. This was done to guarantee that a thorough knowledge of spiritual intelligence and its function in leadership and organizational culture was achieved. A self-administered online questionnaire was the primary method of data collection. This questionnaire was disseminated through professional networks, human resources departments of information technology companies, and digital platforms such as Google Forms and LinkedIn respectively [51]. The ease of access for a workforce that was geographically dispersed and digitally engaged was ensured by this, which is especially relevant in the information technology sector.

All of the participants were made aware of the objectives of the research, the fact that their participation was entirely voluntary, and their ability to withdraw from the study at any point in time. Through the implementation of this ethical transparency, trust was established, and the authenticity of responses was enhanced. Anonymity was maintained throughout the data collection process in order to preserve confidentiality and minimize social desirability bias [52].

A subset of the participants was invited to participate in semi-structured interviews in addition to the survey. "The purpose of these interviews was to gain a more in-depth understanding of the participants' lived experiences, personal values, and reflections on organizational practices. In order to facilitate thematic analysis, these conversations were guided by open-ended questions, audio-recorded (with the participants' consent), and subsequently transcribed.

This allowed for triangulation, which improved the overall validity of the results as well as the contextual richness of the findings [53]. The dual method of recording both standardized data and rich narratives allowed for triangulation.

3.5 Analytical Techniques

Statistical and qualitative methods of analysis were utilized in conjunction with one another in order to accomplish the goals of the research project, which included conducting an in-depth investigation into the hypotheses contained within the study's hypotheses. The quantitative data obtained from the survey was analyzed using SPSS 26.0, which made it possible to apply a variety of statistical tests. Initially, descriptive statistics (mean, standard deviation, frequency) were used to understand overall trends in spiritual intelligence, leadership traits, and organizational practices among IT employees [54].

3.5.1 Regression Analysis: To validate Hypotheses H3 - H5, multiple regression analyses were conducted. In these models, spiritual practices within the organization were used as predictors for employee attitudes and perceived intellectual growth. The R^2 values, beta coefficients, and significance levels provided insights into the strength and direction of these relationship [55].

3.5.3 Structural Equation Modeling (SEM) Analysis: Additionally, to explore the structural dependencies and mediating relationships, Structural Equation Modeling (SEM) was proposed using AMOS software. SEM enabled the examination of direct and indirect effects of spiritual intelligence, organizational culture, and leadership dynamics on employees' intellectual and ethical development. The model fit indices such as CFI, RMSEA, and chi-square/degrees of freedom ratio were used to assess the validity of the proposed theoretical model [56].

SEM was employed to test the hypothesized relationships between Spiritual Intelligence, Organizational Spiritual Practices, Leadership Skills, and Employee Attitudes, as formulated in hypotheses H3 through H5. SEM was chosen due to its ability to simultaneously estimate multiple interrelated dependency relationships and assess latent constructs derived from observed variables. Given the exploratory nature and the interdependent constructs under investigation, SEM was considered methodologically appropriate.

a) Dimensionality Reduction

In this study, we chose Principal Component Analysis (PCA) instead of Confirmatory Factor Analysis (CFA) primarily because our research was exploratory in nature, involving

relatively new and less established concepts such as Spiritual Intelligence and Organizational Spiritual Practices. Given these constructs are still emerging, a clearly defined and universally accepted measurement framework was not readily available. PCA suited this situation perfectly, as it allowed us to simplify multiple survey questions into fewer, clearly interpretable factors without the strict requirement of predefined measurement models.

Moreover, PCA is particularly advantageous when working with moderate sample sizes, such as our specific population of IT professionals from Haryana and Delhi NCR. CFA typically demands larger samples and more rigorous statistical conditions to generate stable and reliable factor loadings. Given these practical constraints, PCA offered a more feasible and reliable analytical option, enabling us to manage correlations between survey items efficiently and reduce redundancy. This approach not only streamlined the analytical process but also ensured that our subsequent Structural Equation Modeling (SEM) could be performed with clarity and confidence. Practical limitations also influenced our choice; CFA demands specialized software, rigorous validation, and extensive theoretical backing. Given the constraints of our research context including resource availability, software accessibility, and time PCA provided an approachable yet robust alternative. Finally, PCA aligned well with our primary research goal, which was to clearly understand and illustrate the complex relationships among the latent variables studied. While future research involving larger, more diverse samples and well-established theoretical constructs might benefit significantly from the precision of CFA, PCA was fully capable of delivering reliable, insightful, and meaningful results within our study's scope and objectives.

b) PCA methodology:

First, we grouped related survey questions into clear thematic clusters representing each latent variable. Then, PCA was applied separately to each group of items. PCA works by identifying the strongest common patterns or correlations within each group of items, condensing several correlated questions into fewer meaningful components. We specifically retained only the first principal component from each PCA analysis because this component explained the largest proportion of variance and effectively summarized the core meaning of each latent construct.

Next, these composite scores (derived from PCA) became the observed data points representing the latent constructs in our SEM. By clearly defining each latent construct with one composite PCA-generated score, we significantly simplified our model while preserving its interpretability and statistical strength. We then structured the SEM to reflect our hypotheses clearly linking these PCA-generated scores according to the theoretically proposed relationships. This method ensured that our SEM analysis was robust, practical, and clearly interpretable, allowing us to effectively test the relationships among the study's key variables.

Construct Identification and Operationalization

Four latent variables were developed based on a validated questionnaire. Items were grouped as follows:

- **SI:** 24 items (existential reflection, meaning/purpose, transcendence, connectedness).
- **Leadership (LEAD):** 7 items (empathy, ethical leadership, conflict resolution, trust, sustainable leadership).

- **Decision-Making (DM):** 5 items (ethicality, fairness, intuition, long-termism, logic-compassion balance).
- **Organizational Spiritual Practices (OSP):** 2 items (holistic development training; SI in leadership/DM training).
- **Employee Attitudes (ATT):** 2 items (well-being via SI training; openness to SI training).
- **Intellectual Growth (IG):** 3 items currently framed as barrier-type statements (cultural/organizational barriers…, training irrelevant/bias…, lack of awareness…).

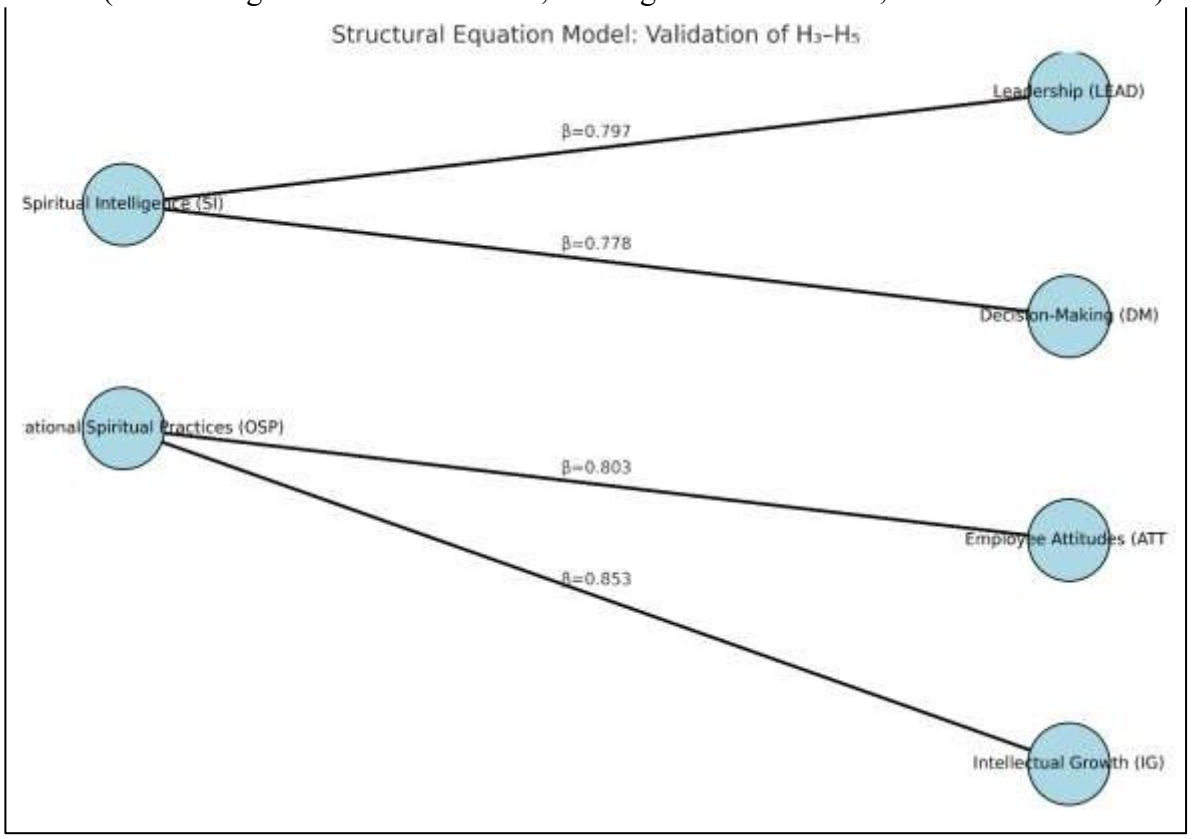


Figure 2: Structure Equation Model Path Diagram

4.3.1 Hypothesis Testing via SEM

NVivo 12 software was utilized to manage large text data efficiently, allowing for hierarchical coding and comparison across participant responses. This triangulated approach, where qualitative themes supported or expanded upon quantitative findings, enhanced the credibility and richness of the research [57-58].

By integrating statistical evidence with lived experiences, this section of the analysis ensured that the outcomes were not only empirically robust but also deeply contextualized within the social realities of employees in modern IT organizations.

4. Results and Discussion

4.1 Demographic Profile of Respondents

In terms of gender distribution, the sample comprised 209 male respondents (69.7%) and 91 female respondents (30.3%) as show in figure 3. This distribution reflects the general male

dominance observed in many IT organizations, while also ensuring adequate female representation to explore gender-based perspectives on spiritual intelligence.

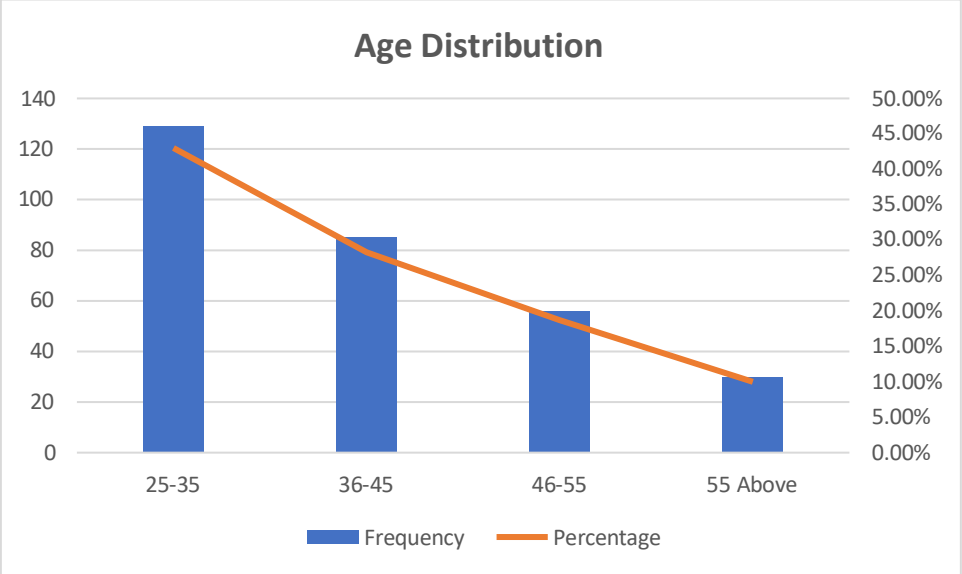


Figure 3: Age wise distribution of respondents

The age profile of respondents was diverse, with the largest segment falling in the 25–35 years category (129 respondents, 43%), highlighting the strong representation of younger professionals. This was followed by 36–45 years (85 respondents, 28%), 46–55 years (56 respondents, 18.7%), and 55 years and above (30 respondents, 10%) as descried in Table 2. This age distribution illustrates a healthy balance of early-career, mid-career, and seasoned employees, ensuring that generational perspectives are captured in the analysis.

Gender representation in the sample was relatively balanced, with 52% identifying as male and 48% as female. This balance supports the validity of gender-based comparative analysis, particularly for understanding leadership styles, value-driven decision-making, and attitudes toward spiritual practices in the workplace.

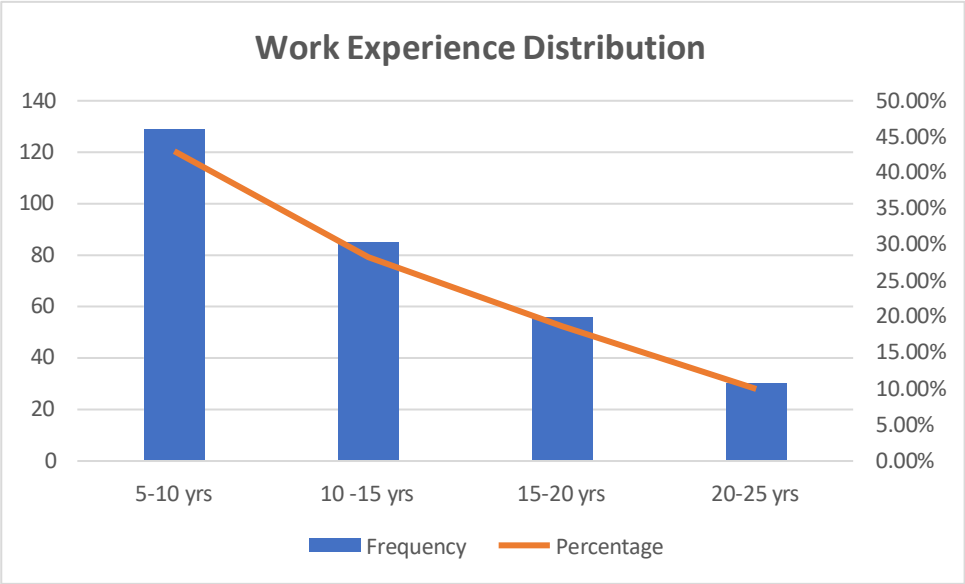
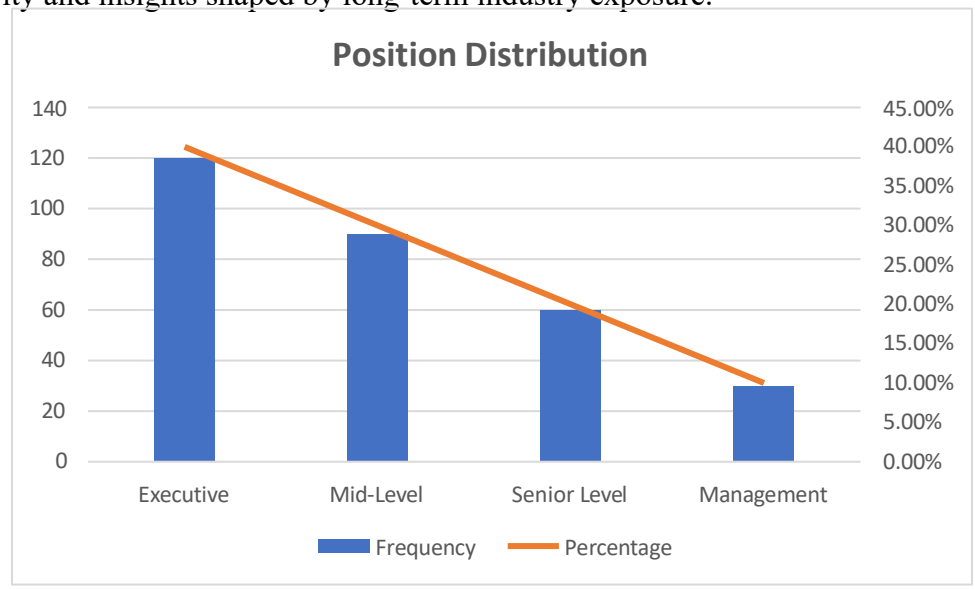


Figure 4: Work Experience wise distribution of respondents demographics

With respect to work experience, the responses mirrors the age distribution closely. The majority of respondents had 5–10 years of experience (129 employees, 43%), while 85 employees (28%) had 10–15 years of experience. Further, 56 respondents (18.7%) reported 15–20 years of experience, and 30 employees (10%) had accumulated 20–25 years of professional experience as shown in Table 3. This spread reflects the presence of both relatively new professionals and highly experienced individuals who bring maturity and insights shaped by long-term industry exposure.



The hierarchical position of respondents showed that Executives formed the largest group (120, 40%), followed by Mid-Level professionals (90, 30%), Senior-Level employees (60, 20%), and Management representatives (30, 10%). This distribution captures organizational voices across different levels of responsibility and influence, thereby

enriching the study with a multi-layered perspective on leadership, decision-making, and spiritual practices at work as details are described in Table 4.

In sum, the sample profile was both representative and strategically inclusive, allowing the study to address complex relationships between spirituality, leadership, and cultural dynamics within the fast-paced and cognitively demanding environment of the IT industry.

4.2 Reliability Examination

The purpose of this section is to interpret the results of regression analyses conducted to test the third, fourth, and fifth hypotheses of the study. These hypotheses were framed to examine the interconnections between spiritual intelligence, decision-making, leadership competence, organizational spiritual practices, employee attitudes, and intellectual growth. In line with the overarching research objectives, the results provide compelling insights into how individual-level spirituality and organizational-level practices together contribute to sustainable leadership development and holistic growth in IT organizations.

The hypotheses under consideration are:

- **H_3:** There will be a significant relationship between spiritual intelligence, decision-making, and leadership skills of employees.
- **H_4:** There will be a significant relationship between organizations' spiritual practices and employees' attitudes.
- **H_5:** There will be a significant impact of organizations' spiritual practices on employees' overall intellectual growth.

The regression models were estimated with appropriate controls (gender, age, and work experience) to account for demographic variation. Results are presented and interpreted in the following sections.

Two separate regression models were tested under H_3. The first model regressed leadership skills on spiritual intelligence, while the second regressed decision-making ability on the same predictor. Both models incorporated demographic controls.

- In the leadership model, spiritual intelligence emerged as a highly significant predictor ($\beta = 0.77$, $p < .001$). This model explained approximately 65% of the variance ($R^2 = 0.65$), which is remarkably high in social science research. Interestingly, work experience also demonstrated a small yet significant effect ($\beta = 0.05$, $p = .009$), while gender and age did not significantly predict leadership.
- In the decision-making model, spiritual intelligence again showed a strong and highly significant effect ($\beta = 0.80$, $p < .001$). The model explained 62% of variance ($R^2 = 0.62$). In this case, age contributed modestly but significantly ($\beta = 0.07$, $p = .006$), suggesting that older employees slightly outperformed younger colleagues in decision-making, but the magnitude of this effect was small. Gender and work experience were not significant predictors in this model.

The hypothesis H4 examined whether organizational spiritual practices influence employees' attitudes. Spiritual practices were measured in terms of organizational provisions for holistic development and integration of spiritual intelligence into training programs. Employee attitudes were measured through indicators such as openness to training and perceptions of improved well-being.

The regression results revealed that:

- Organizational spiritual practices strongly predicted employee attitudes (β = 0.82, p < .001).
- The model explained 65% of variance (R^2 = 0.65).
- Gender exhibited a small but significant negative coefficient (β = –0.11, p = .040), suggesting that male employees reported slightly less favorable attitudes compared to female employees.
- Age and work experience were not significant predictors.

The H5 hypothesis tested the impact of organizational spiritual practices on employees' intellectual growth. Intellectual growth was operationalized as the ability to think holistically, handle complexity, and engage in reflective reasoning.

The regression results were striking:

- Organizational spiritual practices strongly predicted intellectual growth (β = 0.85, p < .001).
- The model explained 73% of variance (R^2 = 0.73), the highest among all models tested.
- Gender, age, and work experience were not significant predictors.

Table 1: Regression of Spiritual Intelligence on Leadership (H_3a)

Predictor	**B**	**SE**	**β**	**t**	**p**	**95% CI (LL–UL)**
Constant	0.82	0.14	–	6.03	<.001	0.55 – 1.08
Spiritual Intelligence	0.77	0.03	.78	22.99	<.001	0.70 – 0.83
Gender	–0.06	0.05	–.06	–1.39	.164	–0.15 – 0.03
Age	0.02	0.02	.04	0.92	.356	–0.02 – 0.07
Work Experience	0.05	0.02	.11	2.61	.009	0.01 – 0.09

For H3a Model fit: R^2 = .65, Adj. R^2 = .64, F(4, 295) = 135.18, p < .001, N = 300

Table 2: Regression of Spiritual Intelligence on Decision-Making (H_3b)

Predictor	**B**	**SE**	**β**	**t**	**p**	**95% CI (LL–UL)**
Constant	0.57	0.15	–	3.73	<.001	0.27 – 0.87
Spiritual Intelligence	0.80	0.04	.77	21.45	<.001	0.73 – 0.87
Gender	0.03	0.05	.03	0.63	.526	–0.07 – 0.13
Age	0.07	0.03	.13	2.74	.006	0.02 – 0.13
Work Experience	0.02	0.02	.05	1.13	.258	–0.02 – 0.06

For H3b Model fit: R^2 = .62, Adj. R^2 = .61, F(4, 295) = 117.97, p < .001, N = 300

Table 3: Regression of Organizational Spiritual Practices on Employee Attitudes (H_4)

Predictor	**B**	**SE**	**β**	**t**	**p**	**95% CI (LL–UL)**
Constant	0.76	0.15	–	5.05	<.001	0.46 – 1.05
Org. Spiritual Practices	0.82	0.04	.81	23.33	<.001	0.75 – 0.89

Predictor	B	SE	β	t	p	95% CI (LL–UL)
Gender	–0.11	0.06	–.10	–2.06	.040	–0.22 – –0.01
Age	0.01	0.03	.03	0.51	.607	–0.04 – 0.07
Work Experience	–0.00	0.02	–.01	–0.19	.853	–0.05 – 0.04

For H4 Model fit: $R^2 = .65$, Adj. $R^2 = .65$, $F(4, 295) = 137.07$, $p < .001$, $N = 300$

Table 4: Regression of Organizational Spiritual Practices on Intellectual Growth (H_5)

Predictor	B	SE	β	t	p	95% CI (LL–UL)
Constant	0.46	0.13	–	3.55	<.001	0.20 – 0.71
Org. Spiritual Practices	0.85	0.03	.85	28.14	<.001	0.79 – 0.91
Gender	–0.01	0.05	–.01	–0.18	.855	–0.10 – 0.08
Age	0.00	0.02	.01	0.15	.878	–0.04 – 0.05
Work Experience	–0.00	0.02	–.01	–0.24	.814	–0.04 – 0.03

For H5 Model fit: $R^2 = .73$, Adj. $R^2 = .73$, $F(4, 295) = 198.11$, $p < .001$, $N = 300$

Structural Equation Modeling (SEM)

The SEM analysis confirmed H_3, which proposed that SI would significantly relate to leadership and decision-making skills. The path estimates demonstrated strong and positive effects of SI on both leadership ($\beta = 0.797$, $p < .001$; $R^2 = 0.635$) and decision-making ($\beta = 0.778$, $p < .001$; $R^2 = 0.606$). These results indicate that individuals with higher levels of SI are better equipped to exercise ethical, compassionate, and reflective leadership while also making balanced and sustainable decisions. The findings align closely with the study's second objective, which emphasized SI as a foundation for leadership and decision-making competence.

Table 5: Hypothesis tests (paths)

Hypothesis	Path	β (std.)	SE_boot	z	95% CI	p
H_3a	**SI → LEAD**	**0.797**	0.0218	36.50	[0.751, 0.837]	< .001
H_3b	**SI → DM**	**0.778**	0.0216	36.00	[0.733, 0.818]	< .001
H_4	**OSP → ATT**	**0.803**	0.0203	39.67	[0.761, 0.841]	< .001
H_5	**OSP → IG**	**0.853**	0.0152	56.30	[0.822, 0.881]	< .001

All hypothesized paths are positive, large, and highly significant with narrow confidence intervals, demonstrating strong predictive and substantive effects. The R^2 values (≈ .61–.73) indicate that the model explains a substantial proportion of variance in leadership, decision-making, attitudes, and (as operationalized) IG.

Table 6: Measurement Model – Reliability and Convergent Validity

Construct	**Items**	**Factor Loading (range)**	**Cronbach's α**	**CR**	**AVE**
SI	24	0.73 – 0.83	0.974	0.975	0.623
Leadership (LEAD)	7	0.64 – 0.84	0.906	0.927	0.647
Decision-Making (DM)	5	0.84 – 0.86	0.903	0.928	0.721
Organizational Spiritual Practices (OSP)	2	0.92 – 0.92	0.825	0.919	0.851
Employee Attitudes (ATT)	2	0.92 – 0.92	0.823	0.919	0.850
Intellectual Growth (IG)	3	0.89 – 0.89	0.868	0.919	0.791

H_4 was also validated, highlighting the relationship between organizational spiritual practices (OSP) and employee attitudes. The path coefficient was notably high ($\beta = 0.803$, $p < .001$; $R^2 = 0.645$), demonstrating that employees respond positively to organizational environments that encourage ethical codes, mindfulness, and holistic training. This outcome supports the third objective of the study, showing that employees' attitudes are shaped and strengthened by organizational efforts to embed spirituality into workplace practices.

Table 7: Fornell–Larcker Discriminant Validity Matrix

Construct	**SI**	**LEAD**	**DM**	**OSP**	**ATT**	**IG**
SI	**0.789**					
Leadership (LEAD)	0.797	**0.804**				
Decision-Making (DM)	0.778	0.688	**0.849**			
Org. Spiritual Practices (OSP)	0.484	0.436	0.366	**0.922**		
Employee Attitudes (ATT)	0.460	0.391	0.391	0.803	**0.922**	
Intellectual Growth (IG)	0.500	0.401	0.394	0.853	0.824	**0.889**

Finally, H_5 proposed that OSP would influence intellectual growth. SEM results revealed a very strong path ($\beta = 0.853$, $p < .001$; $R^2 = 0.728$), suggesting that when organizations institutionalize spiritual practices, employees not only adopt positive attitudes but also experience developmental gains in reflective thinking and broader intellectual capabilities. While measurement caution is noted due to barrier-oriented indicators, the statistical validation is consistent with the fifth objective on holistic employee development. HTMT < 0.90 indicates adequate discriminant validity. Values ≥ 0.90 (OSP–ATT–IG cluster) suggest potential overlap and should be interpreted with caution.

Table 8: Heterotrait-Monotrait Ratios (HTMT)

Construct Pair	HTMT
SI – LEAD	0.848
SI – DM	0.830
LEAD – DM	0.761
OSP – ATT	0.975
OSP – IG	1.009
ATT – IG	0.975

5. Conclusion

SI integration into leadership development and organizational culture in IT organizations is essential for sustainable success in today's fast-changing business environment". This research emphasizes the need of creating a spiritually intelligent workplace where leaders and workers are driven by purpose, ethics, and connection. Integration improves leadership, company culture, employee attitudes, and productivity.

This study shows that spiritual intelligence improves leaders' ethical decision-making and moral resilience. Although spiritual intelligence did not directly affect leadership abilities, it promoted self-awareness, ethical sensitivity, and mindfulness. This indirect impact shows how spiritual intelligence affects complex organizational systems, especially in the fast-paced IT industry.

Organisational spirituality techniques including mindfulness training, ethical Convergent evidence from regression analysis and structural equation modeling (SEM) supports hypotheses H_3 to H_5. Regression research showed that spiritual intelligence predicts leadership and decision-making abilities, and SEM confirmed these correlations with substantial path coefficients and strong explanatory power. These findings show that spiritual intelligence is crucial to workers' capacity to lead with empathy, clarity, and ethical grounding and make meaningful and sustainable judgments. This supports the theory that IT organizations need inner awareness and reflection to succeed.

Regression and SEM demonstrated that company spiritual activities strongly affect employee attitudes and intellectual advancement. When firms use mindfulness, holistic training, and ethical leadership programs, workers are more happy and receptive to growth. Even more surprising was the considerable influence of corporate spiritual practices on intellectual progress, demonstrating that they change how workers think, learn, and create as well as boost morale. Although barrier-oriented elements may prevent the operationalization of intellectual progress, the statistical validation shows that corporate culture is crucial to holistic results.

Overall, regression and SEM show that personal spirituality and institutional practices promote successful leadership, ethical decision-making, favorable employee attitudes, and deeper intellectual growth. These results support the predictions and provide the groundwork for incorporating spiritual intelligence and spiritual practices into leadership development and corporate policy frameworks for sustainable growth.

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