Impact of Spiritual Leadership on Organizational Culture and Its Consequences on Employee Stress

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Abstract

This study looks into how spiritual leadership affects organisational culture and how it affects employee stress. A work environment that synchronises personal purpose with organisational goals is fostered by spiritual leadership, which is based on shared values, moral behaviour, and intrinsic motivation. This promotes psychological safety and well-being. In order to examine the relationships among stress, organisational culture, spiritual leadership, and emotional intelligence, the study uses a mixed-methods approach that combines qualitative interviews and quantitative surveys. The findings suggest that a key mediator in lowering stress levels is organisational culture. Through trust, selfless love, and a common goal, the benefits of emotional intelligence serve to further support the direct impact of spiritual leadership on organisational culture. By encouraging psychological safety, resilience, and teamwork, a supportive corporate culture significantly lowers employee stress, according to the research. Furthermore, by employing spiritual leadership techniques, leaders can create more wholesome workplaces that address the root causes of stress rather than just its symptoms. By highlighting the importance of spiritual leadership in the formation of corporate culture, this study adds to the growing conversation about leadership philosophies and workplace health. The findings provide actionable insights to organisations interested in enhancing employee satisfaction, lowering stress, and improving performance through moral and values-driven leadership.

Keywords: Spiritual Leadership, Organizational Culture, Employee Stress, Emotional Intelligence, Workplace Well-being

1. Introduction

The increasing complexities of modern workplaces have brought forth challenges such as declining employee well-being, escalating stress levels, and the need for transformative leadership practices [1]. Spiritual leadership, a leadership approach grounded in intrinsic motivation, ethical behavior, and shared values, has gained prominence as a method to address these challenges [2]. Unlike traditional leadership models that primarily focus on organizational goals and financial performance, spiritual leadership emphasizes creating a workplace environment where individuals find purpose, experience well-being, and align their personal values with organizational goals. The impact of spiritual leadership on organizational culture and its consequences on employee stress [3].

Spiritual leadership is rooted in three core principles: vision, hope/faith, and altruistic love. Together, these principles aim to cultivate an environment of trust, shared meaning, and psychological safety, thereby fostering a positive organizational culture [4]. Organizational culture, which reflects the shared values, norms, and practices of an institution, plays a critical role in shaping employee experiences. A positive culture promotes collaboration, resilience, and well-being, whereas a toxic culture exacerbates stress and reduces employee morale [5]. By embedding spiritual leadership practices, organizations can potentially transform their culture, creating a supportive and stress-reducing environment. Stress, a prevalent issue in contemporary workplaces, significantly impacts employees' mental and physical health, leading to absenteeism, decreased productivity, and higher turnover rates.

Traditional stress management approaches often address symptoms rather than root causes [6]. This study posits that spiritual leadership, by reshaping organizational culture, addresses stress at its core by fostering meaningful work, psychological safety, and supportive relationships [7].

1.1 The growing prevalence of workplace stress in modern organizations

The rapid velocity of contemporary industries and the increasing demands on employees have resulted in workplace stress becoming a significant concern in contemporary businesses [8]. Some of the factors that contribute to increased stress levels in the workplace include strict deadlines, hefty workloads, role uncertainty, job insecurity, and conflicts [9]. Furthermore, despite the fact that technology simplifies tasks, it frequently obfuscates the distinction between work and personal life, causing employees to feel continuously on call. Research has demonstrated that occupational tension has a detrimental impact on both individuals and organisations. Moreover, it induces absenteeism, increased staff turnover rates, and decreased productivity, in addition to anxiety, despondency, and weariness. Physical health and healthcare costs for businesses are both impacted by long-term stress, which also increases the risk of cardiovascular maladies and other chronic ailments.

The presence of stress also impacts team dynamics and organisational culture by reducing trust, cooperation, and morale [10]. In environments where stress is prevalent, innovation and creativity are more likely to be diminished as employees struggle to meet basic expectations, which leaves little space for proactive contributions. This demonstrates the systemic nature of workplace stress, as personal hardships result in more significant organisational issues [11]. In spite of the availability of conventional stress management programs, numerous organisations opt for superficial solutions rather than addressing the underlying causes of stress. For example, wellness programs that prioritise mindfulness or yoga, despite their advantages, are incapable of ameliorating stressful work environments, including those with inadequate support networks or unreasonable expectations. Organisational priorities must be adjusted in order to resolve workplace tension [12]. The following are included: the redefinition of roles, the promotion of open communication, and the development of leadership philosophies that promote the mental and emotional well-being of employees [13]. Spiritual leadership has the potential to address the increasing prevalence of workplace stress by establishing an environment in which employees can derive meaning, purpose, and support, with an emphasis on intrinsic motivation and values-driven behaviour.

1.2 The connection between leadership styles, organizational culture, and employee well-being

Leadership styles are essential for the development of an organization's ethos and have a significant impact on the well-being of employees [14]. Leaders establish the benchmark for interpersonal interactions, decision-making, and behaviour within an organisation by serving as role models [15]. The well-being of labourers can be either improved or harmed by the diverse cultural settings that result from a variety of leadership philosophies. Transformational leadership philosophies, such as spiritual or servant leadership, prioritise trust, collaboration, and purpose [16]. These leaders cultivate an environment in which individuals feel valued and intrinsically motivated by aligning their positions with meaningful objectives. In contrast, authoritarian leadership styles are characterised by an emphasis on control, obedience, and inflexible hierarchies, which can foster a culture of dread, distrust, and anxiety.

Leadership and employee experiences are interconnected by organisational culture. Psychological safety, open communication, and mutual respect are more likely to be promoted by leaders who employ participative or sympathetic approaches [17]. By fostering a sense of community and reducing tension, these cultures assist employees in achieving success. On the other hand, transactional or autocratic leadership styles frequently generate noxious workplace environments that result in elevated levels of stress, disengagement, and discontent among employees. In addition, leadership influences the well-being of employees by influencing the manner in which businesses manage change, resolve disputes, and promote employee development. A multiplicity of studies has identified a correlation between well-being, culture, and leadership styles. leadership philosophies that prioritise moral behaviour and fulfilling work improve the mental health and happiness of employees, while concurrently decreasing attrition and tension. A culture of innovation, resilience, and concern is fostered by leaders who prioritise

the well-being of their employees [18]. Consequently, the leadership-culture-well-being triad underscores the significance of selecting leadership philosophies that align with the organization's objectives and the requirements of its employees generally. This integration is exemplified by spiritual leadership, which fosters intrinsic motivation and a shared objective, and provides a means to enhance the organization's culture and the well-being of its employees.

1.3 Importance of organizational culture in employee well-being

Organisational culture is a critical factor in the determination of employee well-being, as it influences the daily experiences and perspectives of employees [19]. Culture is the collection of shared beliefs, customs, and traditions that influence employee interactions, work processes, and behaviours that are either rewarded or discouraged. Psychological safety, inclusion, and collaboration are all facilitated by a positive corporate culture, which in turn fosters a sense of support and appreciation among employees. A culture that prioritises trust, transparency, and consistency between personal and corporate values has an impact on employee well-being [20]. Conversely, employees who are subjected to a toxic culture that is characterised by conflict, favouritism, and mistrust experience feelings of unease, disengagement, and dissatisfaction.

One area in which the influence of culture on well-being is most apparent is the manner in which companies address issues such as conflict resolution, recognition, and responsibilities. In supportive cultures, employees are encouraged to express their concerns, request assistance, and maintain a work-life balance without fear of repercussions. Structures for conflict resolution, equitable acknowledgement, and professional development are also present in these cultures, all of which contribute to the development of morale and resilience [21]. Conversely, cultures that prioritise profit over people frequently induce feelings of overwork and underappreciation among employees, which may result in attrition and mental health issues. Employee well-being is consistently influenced by organisational culture. Higher job satisfaction, reduced stress, and enhanced performance are associated with positive cultures, while negative cultures have the opposite effect [22]. Furthermore, corporate culture influences employees' perceptions of their roles and relationships within the organisation. The likelihood of employees experiencing feelings of motivation and fulfilment is significantly increased when their organisations prioritise group performance and shared objectives. To improve employee well-being, organisations must prioritise the establishment of a healthy culture that prioritises employee demands, open policies, and moral leadership [23]. Spiritual leadership is an essential approach to cultivating a culture that prioritises selflessness and meaningful work.

2. Literature Review
2.1 Spiritual Leadership: A Conceptual Framework

Pandia et.al (2023) examined the direct and indirect effects of spiritual leadership, self-efficacy, locus of control, and job satisfaction on the organisational citizenship behaviour (OCB) of employees at PT. Pelabuhan Indonesia I (Persero). The results of the research, which utilised SMART PLS 3.0 and included data from 61 employees, indicated that OCB benefited from each of the four categories. Additionally, job satisfaction served as a mediator in the relationship between OCB, self-efficacy, and locus of control. The study underscored the significance of these factors in enhancing organisational success and OCB.

Djaelani et.al (2021) Leadership is indispensable in order to enhance employee productivity and offer them guidance. By cultivating a sense of trust among their employees, leaders significantly contribute to the organization's prosperity. In addition to leadership, employment satisfaction is another critical factor that impacts employee productivity. Organisations must ensure employment stability, foster organisational commitment, and improve job satisfaction in order to conserve resources. This study employs route analysis to examine the impact of leadership on worker performance and job satisfaction, as well as the mediation of the relationship between leadership and performance by job satisfaction. The results indicate that leadership improves job satisfaction and performance, with job satisfaction serving as a mediating factor.

Oh et.al (2020) discussed the Spiritual leadership emerged as a unique leadership approach in the last decade. A systematic evaluation of 59 empirical papers published in peer-reviewed journals was conducted to facilitate comprehension and motivate further research. This study investigated the definition, evolution, and validation of spiritual leadership across various fields. Critical challenges and knowledge gaps, such as those related to definitions, techniques, measurement instruments, study contexts, and linkages with other concepts, were also acknowledged.

Samul et.al (2019) Spiritual leadership had gained increased recognition and remained a top priority for management theorists and practitioners. This leadership style prioritized the establishment of sustainable work environments for employees. The project's objective was to incorporate research on spiritual leadership and its impact on workplace sustainability. To achieve this, a conceptual model was proposed, based on a bibliometric analysis of 373 Scopus publications from 1980 to 2019. The results underscored the critical role of spiritual leadership in establishing enduring workplaces.

Wang et.al (2019) employed the theories of intrinsic motivation and spiritual leadership to develop a multilevel model that investigated the influence of spiritual leadership on the innovation behaviors, knowledge sharing, and task performance of employees. A multilevel analysis of data from 306 employee-supervisor pairs across 26 energy industry teams in China demonstrated that spiritual leadership had a positive impact on these outcomes, even after adjusting for moral, benevolent, and ethical leadership.

2.2 Organizational Culture and Leadership

Nabella et.al (2022) investigated the influence of leadership and organisational culture on the governance of senior high schools in Batam City, with an emphasis on the manner in which these elements affected the organisational climate. The study selected 178 instructors from a total of 320 using a causal survey approach. SPSS version 25 and path analysis were implemented to assess the data. The results indicated that governance and organisational climate were most significantly influenced by organisational culture and leadership. Nevertheless, their influence on governance was indirect due to the organisational environment's role as a mediator. The findings offered valuable insights that could enlighten the current management of resources in educational institutions.

Paais et.al (2020) investigated the impact of organisational culture, leadership, and motivation on job satisfaction and worker performance at Wahana Resources Ltd. in North Seram District, Central Maluku Regency, Indonesia. Structural equation modelling (SEM) was employed to analyse data from surveys completed by 155 employees on Amos, who were selected through proportionate stratified random sampling. The results indicated that performance was positively influenced by organisational culture and motivation, but work satisfaction was not. While leadership had a substantial influence on job satisfaction, it had a negligible impact on performance. Motivation, leadership, and culture were responsible for 57.4% of job satisfaction, as indicated by the coefficient of determination.

Meng et.al (2019) examined the impact of executive performance and organizational culture on the job satisfaction of public relations professionals, as well as the mediation of these effects by work engagement and trust. Data from a nationwide online survey of 838 professionals revealed that organizational culture and leader performance had a significant impact on work engagement, trust, and job satisfaction. It was found that trust and work engagement served as mediators in the relationship between job satisfaction, effective leadership, and a supportive culture. The inquiry provided both theoretical and practical perspectives.

Syakur et.al (2020) examined the impact of public support, bureaucratic structure, and sustainability communication on the execution of policies and the fulfilment of the Three Dharma (education, research, and community service) in higher education. The investigation also examined the impact of communication and organisational culture on leadership style, collaboration, trust, and organisational commitment among lecturers. The findings indicated that communication and organisational culture significantly improved leadership style, cooperation, trust, and organisational commitment. However, communication did not directly affect organisational culture. Additionally, organisational commitment was positively impacted by work trust.

2.3 Linking Spiritual Leadership, Culture, and Stress

Samul et.al (2019) Management academics and practitioners had long been fascinated by leadership. Many academics have stressed the relevance of spiritual leadership in creating a lasting work environment since the 1990s. This report researched spiritual leadership philosophy and its role in creating a receptive workplace. The study examined spiritual leadership and offered a conceptual model linking it to workplace sustainability using bibliometric analysis of 373 Scopus publications (1980–2019) and a literature survey. The results showed that spiritual leadership was useful for creating and maintaining a productive workplace.

Bayighomog et.al (2019) the mediating role of spiritual survival and well-being was examined in conjunction with the influence of spiritual leadership on employee customer-oriented behaviours. The PROCESS macro analysis revealed that spiritual leadership fostered spiritual survival and well-being, which in turn influenced customer-oriented behaviours, utilizing data from full-time frontline staff in five-star hotels in Antalya, Turkey. Despite its remote location, the boundary-crossing behaviours of employees made spirituality an essential element of consumer interaction. The study made a substantial contribution to the body of literature on customer engagement and boundary-spanning by emphasising the significance of a sense of mission and well-being in the engagement of frontline personnel. Theoretical and managerial implications were also addressed.

Yang et.al (2019) integrated social information processing theory with leadership and climate research to investigate the impact of spiritual leadership and task uncertainty on the efficacy of teams and the meaningfulness climate in China. The study evaluated the team's efficacy by examining performance and organisational citizenship behaviour (OCB). According to data compiled from 123 teams over a 12-month period, spiritual leadership enhanced team performance and OCB by cultivating a meaningful environment. Additionally, teams with high task uncertainty exhibited a stronger correlation between spiritual leadership and meaningfulness climate than those with low task uncertainty.

3. Research Methodology

The investigation of the relationships between employee tension, spiritual leadership, and organisational culture was conducted using a comprehensive mixed-methods approach. The study sought to capture both quantifiable patterns and in-depth insights into the dynamics of stress and leadership in organisational environments by integrating quantitative and qualitative methodologies. Additionally, interviews and case studies offered qualitative depth, while surveys provided a comprehensive quantitative comprehension of the dimensions under investigation. This dual approach effectively met the intricacies of the research questions and guaranteed that the findings were both culturally appropriate and statistically valid.

3.1 Research Design

In order to capitalise on the advantages of both quantitative and qualitative methodologies, a mixed-methods approach was implemented. The quantitative component consisted of surveys that collected structured data on employee tension, spiritual leadership, and corporate culture. In order to facilitate this, qualitative data was collected through semi-structured interviews and case studies. The case studies provided contextual examples from organisations that actively practise spiritual leadership, while the interviews investigated the ways in which leaders and employees perceive spiritual leadership and its impact on stress and culture. This methodology ensured that the results were comprehensive and supported by a diverse array of perspectives by simplifying the process of triangulating data, thereby enhancing the study's overall dependability and profundity.

3.2 Data Collection

The data collection process was conducted using a diverse array of instruments to guarantee the accuracy and dependability of the results. In order to quantitatively assess concepts associated with organisational culture, spiritual leadership, and employee tension, validated survey questionnaires were implemented. The purpose of these surveys was to collect respondents' precise and organised information. Qualitative insights were obtained through semi-structured interviews, which facilitated a more profound comprehension of the participants' perspectives and experiences. Furthermore, the findings were contextualised through the use of case studies, which provided tangible

examples of the impact of spiritual leadership practices on organisational culture and employee conflict. The validity and integrity of the study were guaranteed by the strict adherence to ethical guidelines, including confidentiality, informed consent, and voluntary participation, throughout the data collection procedure.

3.3 Data Analysis

The analysis was conducted in two complementary phases. To ascertain relationships and evaluate hypotheses, quantitative data was examined using regression analysis and structural equation modelling (SEM). SEM was particularly beneficial in evaluating the extent to which organisational culture mediated the relationships between stress and spiritual leadership. In order to provide the statistical results with a narrative component, a thematic analysis was conducted on the qualitative data from case studies and interviews to identify recurring themes and patterns. This comprehensive methodology guaranteed that the investigation not only assessed relationships but also contextualised them, providing valuable insights into the impact of spiritual leadership on the development of culture and stress management.

4. Result & Discussion

The study underscores the complex interplay between employee stress levels, demographic attributes, organisational culture, and spiritual leadership. The study emphasises the diverse personal and professional circumstances that influence employee experiences by analysing factors such as gender, age, income, education, and designation. Even though spiritual leadership and emotional intelligence are significant factors that influence organisational culture, the function of corporate culture as a mediating variable in stress reduction is particularly significant. The results underscore the critical role of organisational culture in the relationship between stress management, emotional intelligence, and leadership styles. This underscores the significance of establishing a positive and inclusive work environment to improve the productivity and well-being of employees. The results also underscore the importance of leaders utilising leadership techniques that prioritise emotional intelligence and spiritual principles to establish a workplace culture that is both resilient and supportive. These observations have significant implications for organisations that are seeking to enhance workplace dynamics, reduce tension levels, and increase employee satisfaction. The relationship between organisational culture and leadership can be exploited by businesses to establish more productive and healthier work environments for their employees. The subsequent sections further investigate the practical implications of these discoveries, with an emphasis on leadership development and organisational procedures.

Table 1 Demographic Characteristic of the Employees

Variables	Categories	Frequency	Percentage
Gender	Male	216	52.0
	Female	205	48.0
	Total	421	100.0
Age	25-30	95	23.0
	31-35	113	27.0
	36-40	106	25.0
	41-45	107	25.0
	Total	421	100.0
Salary	0-5L	91	22.0
	5-10L	113	27.0
	10-15L	99	23.0
	15L and above	118	28.0
	Total	421	100.0

Education	Diploma	113	27.0
	Graduate	104	25.0
	Post Graduate	105	25.0
	Professional	99	23.0
	Total	421	100.0
Designation	Executive Level	155	37
	Supervising Level	167	40
	Manager Level	93	22
	Senior Management	6	1
	Total	421	100.0

The table presents the demographic and professional profile of 421 respondents across five variables: gender, age, salary, education, and designation. Gender distribution is nearly balanced, with 52% male and 48% female respondents. Age-wise, participants are evenly spread across four categories, with the largest group (27%) aged 31-35, followed by those aged 41-45 and 36-40 (each 25%), and 25-30 (23%). Salary distribution shows a fairly even split, with the highest proportion (28%) earning above ₹15 lakh annually, followed by 27% earning ₹5-10 lakh, 23% earning ₹10-15 lakh, and 22% earning ₹0-5 lakh. Educational qualifications are similarly distributed, with 27% holding a diploma, 25% each being graduates and postgraduates, and 23% having professional qualifications. In terms of job roles, most respondents are at the supervising (40%) and executive (37%) levels, while 22% are in managerial roles, and only 1% occupy senior management positions. This data offers a comprehensive snapshot of the participants' backgrounds.

4.1 Association between demographic variables and Spiritual leadership and emotional intelligence
This section uses the Chi-square test to examine the relationship between spiritual leadership and emotional intelligence and the chosen demographic characteristics, such as gender, age, and designation. In this study, we examine the following hypotheses: The final findings of the relationship between the selected variables are shown in Tables 2 and 3, as well as in bar graphs in Figures 1–6.

H1: There is no association between demographic variables and Spiritual leadership.
H1 (a): There is association between gender and Spiritual leadership.
H1 (b): There is association between age and Spiritual leadership.
H1(c): There is association between designation and Spiritual leadership.

Table 2 Demographic Variables and Spiritual leadership: Chi-square analysis

Demographic Variables	Low spiritual Leadership	High spiritual Leadership	Total	Chi-square	Sig. Value	Phi and Cramer's V	Sig. Value
Gender							
Male	89	127	216				
% within Gender	41%	59%	100%				
Female	100	105	205				
% within Gender	48%	52%	100%	2.441	0.118	-0.76	0.118
Total	189	232	421				

% within Gender	45%	55%	100%				
Age							
25-30 years	40	55	95				
% within age	42%	58%	100%				
31-35 years	55	58	113				
% within age	49%	51%	100%				
36-40 years	49	57	106				
% within age	46%	54%	100%				
>40years	45	62	107	1.375	0.711	0.057	0.711
% within age	42%	58%	100%				
Total	189	232	421				
% within age	45%	55%	100%				
Designation							
Executive	85	70	155				
% within Designation	55%	45%	100%	10.97	0.01**	0.162	0.012
Supervisor	70	97	167				
% within Designation	42%	58%	100%				
Manager	32	61	93				
% within Designation	34%	66%	100%				
Senior Management	2	3	5				
% within Designation	40%	60%	100%				
Total	189	231	421				
% within Designation	45%	55.0%	100%				

*significant at 10 percent level; **significant at 5 percent level. Source: Author's Calculations
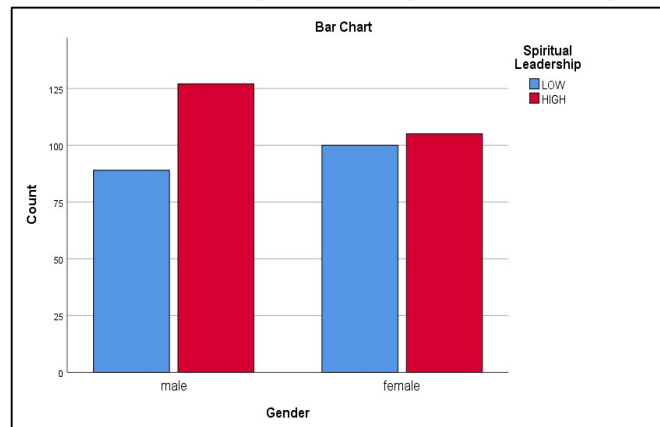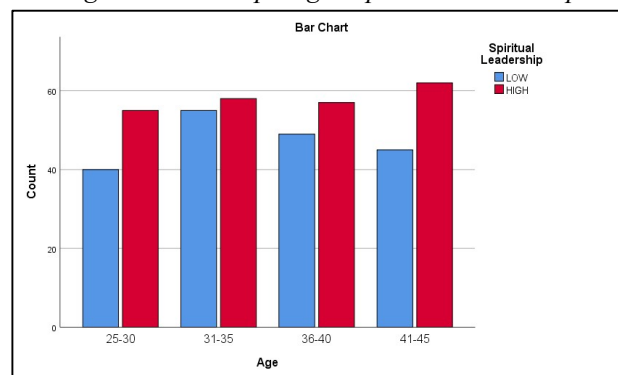
Figure 1 Bar Graph Gender* Spiritual Leadership

Source Author's Calculation

Figure 2 Bar Graph Age* Spiritual Leadership

Source Author's Calculation

Figure 3 Bar Graph Designation* Spiritual Leadership

Source Author's Calculation

Table 2 suggests that men exhibit a greater degree of spiritual leadership than women. The findings indicate that within the gender group, 59 percent of men exhibit a high degree of spiritual leadership, whereas 41 percent of males display a low level of spiritual leadership. With a Chi-square value of 2.441 and a p-value of 0.118, the data does not provide evidence for the alternative hypothesis (H1) that there is a link between gender and spiritual leadership. In addition, the phi statistic of -0.76 with a p-value of 0.118 indicates that there is no significant negative correlation between gender and spiritual leadership. A Chi-square value of 1.375 and a p-value of 0.711 show that the relationship between age and spiritual leadership is not statistically significant. Therefore, the alternative hypothesis H1 (b) is not supported. In addition, the Phi statistic of 0.057 demonstrates that there is a negligible positive correlation between age and spiritual leadership. The Chi-square analysis yielded a significant result for

the relationship between employee designation and spiritual leadership, with a Chi-square value of 10.97 and a p-value of 0.01. Therefore, we accept the alternative hypothesis (H1(c)) and conclude that there is an association between employee designation and the degree of spiritual leadership. Among personnel at the senior level, 60 percent exhibit a high degree of spiritual leadership. The phi statistic is 0.162, and the p-value is 0.01. As a result, we once again accept the null hypothesis (Ho1) that there is no connection between designation and spiritual leadership.

4.2 Mediating Role of organizational Culture towards Stress

The first mediation model looks at data by figuring out how organizational culture affects stress indirectly through spiritual leadership. This is because organizational culture acts as a link between stress and stress. The study is conducted using a mediation model that includes the indirect effects of SL → OC → stress and EI → OC → stress (Hayes, 2015). In his book "Model Templates for Processes for SPSS and SAS (2013–2015)," Professor Hayes (2013) elucidates the correlation using model template number 4. Figure 2 illustrates the relationship between spiritual leadership, emotional intelligence, stress, and organizational culture. It shows that the impact of spiritual leadership and emotional intelligence on stress is influenced by the individual employee's organizational culture. The findings of these hypotheses are summarized in Tables 4 and 5.

H2: organizational culture significantly mediates the relationship between spiritual leadership and stress.

H3: Organizational culture significantly mediates the relationship between emotional intelligence and stress.

Figure 4 Conceptual Mediation Model 4
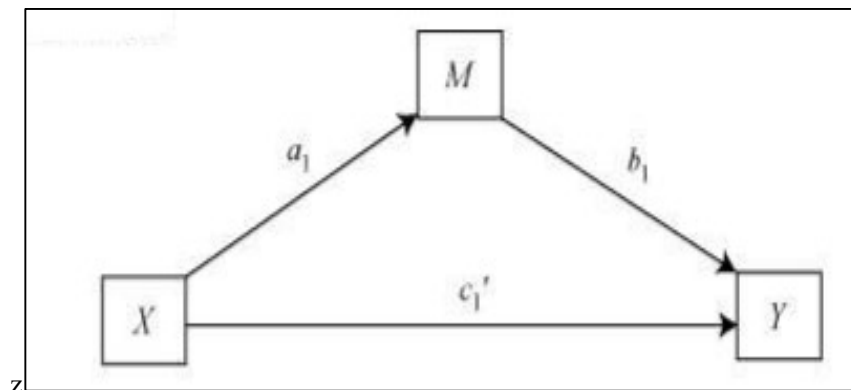
Source: Hayes, A.F. (2022). Introduction to mediation, moderation, and conditional process analysis: A regression-based approach (3rd Edition). New York: The Guilford Press.

Figure 5 Statistical Diagram Model 4

Source: Hayes, A.F. (2022). Introduction to mediation, moderation, and conditional process analysis: A regression-based approach (3rd Edition). New York: The Guilford Press.

4.3 Mediation of organizational culture in Spiritual Leadership and Stress

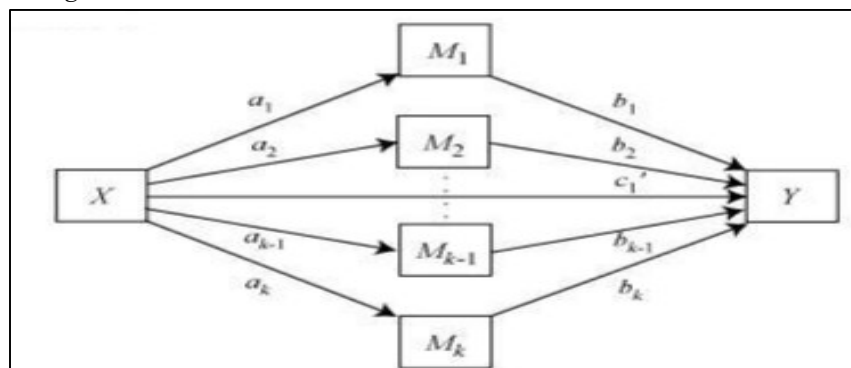*H2: organizational culture significantly mediates the relationship between spiritual leadership and stress.*

Table 3 Total, Direct Effects, and Indirect Effects: (Model – 4)

Consequent: Organizational Culture						
R	**R-sq**	**MSE**	**F**	**df1**	**df2**	**p**
.4183	.1750	.8300	88.8634	1.0000	419.0000	.0000***
Variables	**coeff**	**se**	**t**	**p**	**LLCI**	**ULCI**
constant	.0000	.0316	-.0005	.9996	-.0621	.0621
Spiritual Leadership	-.4184	.0444	-9.4267	.0000	-.5056	-.3311

Consequent: Stress						
R	**R-sq**	**MSE**	**F**	**df1**	**df2**	**p**
.8709	.7584	.2434	656.1423	2.0000	418.0000	.0000***
Variables	**coeff**	**se**	**t**	**p**	**LLCI**	**ULCI**
constant	-.0002	.0240	-.0067	.9947	-.0474	.0471
Organization Culture	.8611	.0265	32.5459	.0000	.8091	.9131
Spiritual leadership	-.0221	.0265	-.8350	.4042	-.0741	-.0299

TOTAL EFFECT MODEL: Consequent: Stress						
R	**R-sq**	**MSE**	**F**	**df1**	**df2**	**p**
.3824	.1462	.8583	71.7748	1.0000	419.0000	.0000***
Variables	**coeff**	**se**	**t**	**p**	**LLCI**	**ULCI**
constant	.0001	.0452	.0014	.9989	-.0887	.0888
Spiritual Leadership	-.3823	.0451	-8.4720	.0000	-.4711	-.2936

Total effect of Spiritual Leadership on Stress					
Effect	**SE**	**t**	**p**	**LLCI**	**ULCI**
-.3823	.0451	-8.4720	.0000	-.4711	-.2936

Direct effect of Spiritual Leadership on Stress					
Effect	**SE**	**t**	**p**	**LLCI**	**ULCI**
-.0221	.0265	-.8350	.4042	-.0741	.0299

Indirect effect of Spiritual Leadership on Stress				
	Effect	**Boot SE**	**BootLLCI**	**BootULCI**
Organizational culture	-.3602	.0424	-.4470	-.2811

Ratio of indirect to total effect of Spiritual Leadership on Stress				
	Effect	**Boot SE**	**BootLLCI**	**BootULCI**
Organizational culture	.9422	.0682	.8264	1.0954

R-squared mediation effect size (R-sq_med)			
Effect	**Boot SE**	**BootLLCI**	**BootULCI**
Organizational culture .1458	.0282	.0927	.2029

Normal theory tests for indirect effect			
Effect	**se**	**Z**	**p**
-.3602	.0398	-9.0506	.0000***

Note: ***Significant at p<0.001; **Significant at p<0.05; *Significant at p<0.01;

Source: Authors' Calculation

Interpretation

The findings indicate a substantial inverse correlation between spiritual leadership and stress, with an R2 value of 0.3824 (p<0.001). Furthermore, the impact of organizational culture on stress was found to be statistically

significant and positive, with an effect size of 0.8611. This effect falls between the confidence interval limits of 0.8091 and 0.9131, as shown in Table 3. Thus, the presence of mediation in the model is confirmed. In addition, the analysis additionally examines the mediation via two-way interaction effects. This indicates that when organizational culture is included in the model, the adjusted R-square value rises significantly from 0.1462 to 0.7584 (p<0.001). The primary finding of this table is that organizational culture acts as a powerful intermediary between spiritual leadership and stress. The impact of organizational culture is particularly pronounced, with a substantial coefficient of.8611 (p<0.001), which falls within the confidence interval limits of.8091 and.91310. Furthermore, there is a strong negative correlation between spiritual leadership and the observed variable, with a coefficient of -0.3823 (p<0.001). The ratio of the indirect impact of spiritual leadership on stress via organizational culture was determined to be significant at 0.9422. This value is between the lower and upper bounds of 0.8264 and 1.0954, respectively. The R-squared mediation effect size (R-sq_med) is statistically significant at 0.1458, which is between the confidence interval bounds of.0927 and.2029. The impact of spiritual leadership on stress is substantially negative (-.0221) and is between the confidence interval ranges of 0.4042 and -0.0741. The overall value (-0.3823) is within the range of 0 to -0.4711, which are the lower and upper limits of the LLCI and ULCI, respectively. Similarly, the indirect impact value (-0.3602) falls within the range of -0.4470 to -0.2811, which are the LLCI and ULCI limits. In conclusion, organizational culture serves as a full mediator, supporting the hypothesis H2 that states organizational culture mediates between spiritual leadership and stress.

4.4 Mediation of organizational culture in Emotional Intelligence and Stress

H3: Organizational culture significantly mediates the relationship between emotional intelligence and stress.
Table 4 Total, Direct Effects, and Indirect Effects: (Model – 4)

Consequent: Organizational Culture							
R	**R-sq**	**MSE**	**F**	**df1**	**df2**	**p**	
.8585	.7370	.2646	1173.9763	1.0000	419.0000	.0000***	
Variables	**coeff**	**se**	**t**	**p**	**LLCI**	**ULCI**	
constant	.0002	.0251	.0076	.9940	-.0491	.0495	
Emotional Intelligence	.8587	.0251	34.2633	.0000	.8094	.9080	
Consequent: Stress							
R	**R-sq**	**MSE**	**F**	**df1**	**df2**	**p**	
.9683	.9376	.0629	3141.0589	2.0000	418.0000	.0000***	
Variables	**coeff**	**se**	**t**	**p**	**LLCI**	**ULCI**	
constant	-.0003	.0122	-.0246	.9804	-.0243	.0237	
Organization Culture	1.5795	.0238	66.3289	.0000	1.5327	1.6263	
Emotional Intelligence	-.8262	.0238	-34.6887	.0000	-.8731	-.7794	
TOTAL EFFECT MODEL: Consequent: Stress							
R	**R-sq**	**MSE**	**F**	**df1**	**df2**	**p**	
.5301	.2810	.7229	163.7376	1.0000	419.0000	.0000***	
Variables		**coeff**	**se**	**t**	**p**	**LLCI**	**ULCI**
constant		.0000	.0414	.0000	1.0000	-.0814	.0814
Emotional Intelligence		.5300	.0414	12.7960	.0000	.4486	.6115
Total effect of Emotional Intelligence on Stress							
	Effect	**SE**	**t**	**p**	**LLCI**	**ULCI**	
	.5300	.0414	12.7960	.0000	.4486	.6115	
Direct effect of Emotional Intelligence on Stress							
Effect	**SE**	**t**	**p**	**LLCI**	**ULCI**		
-.8262	.0238	-34.6887	.0000	-.8731	-.7794		

Indirect effect of Emotional Intelligence on Stress			
	Effect	Boot SE	BootLLCI BootULCI
Organizational culture	1.3563	.0450	1.2648 1.4417

Ratio of indirect to total effect of Emotional Intelligence on Stress			
	Effect	Boot SE	BootLLCI BootULCI
Organizational culture	2.5589	.1369	2.3311 2.8662

R-squared mediation effect size (R-sq_med)

Effect	Boot SE	BootLLCI	BootULCI	
Organizational culture	.1014	.0501	.0025	.1993

Normal theory tests for indirect effect

| Effect	se	Z	p
1.3563	.0446	30.4389	.0000***

Source: Authors' Calculation

Interpretation

According to the data, there is a substantial indirect association (R2 = 0.5301; p<0.001) between emotional intelligence and stress. Furthermore, the impact of organizational culture on stress was found to be statistically significant and positive, with an effect size of 1.5795. This effect falls between the lower and upper confidence interval bounds of 1.5327 and 1.6263, as shown in Table 4. Therefore, the presence of mediation in the model is confirmed. In addition, the analysis additionally examines the mediation via two-way interaction effects. This indicates that when organizational culture is included in the model, the Adjusted R-square value rises significantly from 0.2810 to 0.9376 (p<0.001). The primary finding of this table indicates that organizational culture plays a significant role in mediating the relationship between emotional intelligence and stress. The impact of organizational culture is particularly strong, with a substantial coefficient of 1.5795 (p<0.001). This coefficient falls within the lower limit of 1.5327 and the upper limit of 1.6263. Furthermore, there is a strong negative correlation (-0.8262) between emotional intelligence and the variable in question, which is statistically significant at a p-value of less than 0.001. The ratio of the indirect impact of emotional intelligence on stress, via organizational culture, was determined to be significant at 2.5589. This value is between the lower and upper confidence interval bounds of 2.8662 and 0.9422. The R-squared mediation effect size (R-sq_med) is statistically significant at .1014. It is between the confidence interval bounds of .19930 and 0.1458.

The impact of emotional intelligence on stress is strongly negative (-0.8262) and falls within the range of 0.4042 to -0.0741. The overall effects are significantly positive (0.5300) and fall within the range of 0.4486 to 0.6115. The indirect effects are also positive and significant (1.3563) and fall within the range of 1.2648 to 1.4417. In conclusion, organizational culture has a substantial role as a mediator, supporting the hypothesis H3 that states organizational culture mediates between emotional intelligence and stress.

Figure 6 Mediation Analysis: Organizational Culture
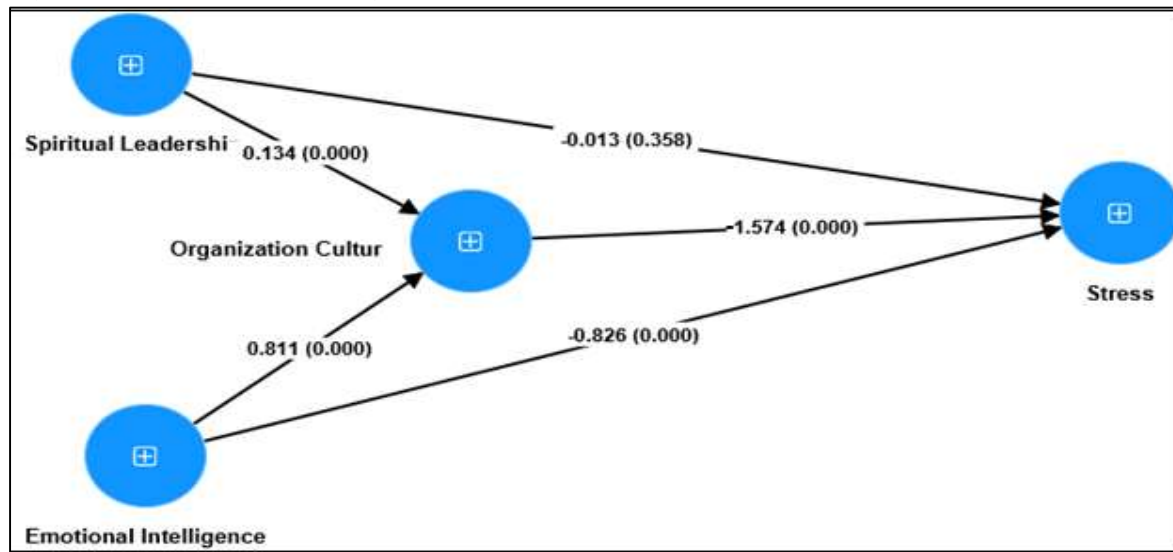
Source: Authors' Calculations
Structural Model Assessments

The outcomes obtained by partial least squares (PLS) analysis using SmartPLS Software version 4.0 are shown in Figure 4. The beta coefficients of different constructs are statistically significant at a 1 percent level of significance, as determined by the bootstrapping procedure. The model's evaluation is based on the coefficient of determination R square values, as presented in Table 6. These numbers show that the combined effects of spiritual leadership, emotional intelligence, and organizational culture on employee stress levels in the Indian automobile industry account for 94.5 percent of the variance. Nevertheless, the R square values for organizational culture amount to 75 percent, suggesting a significant amount of variability due to stress. Therefore, it is the organizational culture that most influences the development of stress, particularly in the car industry. Analysis of Hypotheses and Examination of Findings The findings of the hypothesis tests suggest a significant correlation between organizational culture and stress levels among workers in the Indian car industry. In addition, the R square value of 93.8% indicates a significant explanation of variance, as shown in Table 16. This supports the acceptance of the H5 hypothesis (β = 1.57, p =.000***), which suggests that a positive and congenial work culture, along with a healthy environment, reduces employees' stress levels and leads to improved performance in the workplace. Furthermore, the presence of spiritual leadership is associated with a notable improvement in the company's culture. This suggests that, under the guidance of spiritual leaders, the culture inside the company becomes more positive and healthier. The research also confirms the acceptance of hypothesis H1 (β = 0.134, p =.000***). In addition, the emotional intelligence of leaders has a major influence on organizational culture. High emotional intelligence also helps in developing a healthy culture, as seen by the acceptance of H2 (β = 0.847, p =.000***). Furthermore, there is a negative correlation between spiritual leadership and stress, suggesting that spiritual leadership has the potential to reduce stress levels among workers. However, this link is not statistically significant, and hence, the hypothesis H3 (β = -0.013, p = 0.358) cannot be supported by the research. The study examined the effects of emotional intelligence and organizational culture on employee stress. The results showed that both emotional intelligence (H4) and organizational culture (H5) had a substantial negative influence on stress. Specifically, emotional intelligence had a beta coefficient of -0.826 (p = 0.000***), while organizational culture had a beta coefficient of -1.574 (p = 0.000***). The research found significant indirect effects supporting Hypothesis 6 (β = -0.141, p =.000***), which suggests that there is a mediating link between spiritual leadership, organizational culture, and stress. The research accepts the strong indirect impacts of emotional intelligence on organizational culture, specifically stressing the influence of H7 (β = -1.393, p =.000***).

Table 5 Hypotheses Testing - Standardized Regression Weights and Results

Test of Relations between variables		Standard bootstrap results						
	Beta	Sample mean (M)	Standard deviation	T statistics	P values (2-sided)	Hypothesis	Results
Spiritual Leadership→Organization Culture	0.134	0.134	0.022	6.14	0.00***	H1	Accepted
Emotional Intelligence→Organization Culture	0.847	0.844	0.017	50.041	0.00***	H2	Accepted
Spiritual Leadership →Stress	-0.013	-0.013	0.014	0.92	0.358	H3	Not Accepted
Emotional Intelligence →Stress	-0.826	-0.827	0.034	23.955	0.00***	H4	Accepted
Organization Culture→Stress	-1.574	-1.575	0.028	56.105	0.00***	H5	Accepted
Spiritual leadership→Organization Culture →Stress	-0.141	-0.151	0.038	3.723	0.00***	H6	Accepted
Emotional intelligence → Organization Culture →Stress	-1.393	-1.38	0.052	26.923	0.00***	H7	Accepted

Path Co-efficient (*p<0.01, **p<0.05, ***p<0.001)   Source: Author's

4.5 Discussion

The study underscores the complex interplay between employee stress levels, demographic attributes, organisational culture, and spiritual leadership. The study emphasises the diverse personal and professional circumstances that influence employee experiences by analysing factors such as gender, age, income, education, and designation. Despite the fact that spiritual leadership and emotional intelligence are significant factors that influence organisational culture, the function of corporate culture as a mediating variable in stress reduction is particularly significant.

The results underscore the critical role of organisational culture in the relationship between stress management, emotional intelligence, and leadership styles. This underscores the significance of establishing a positive and inclusive work environment to improve the productivity and well-being of employees. The results also underscore the importance of leaders utilising leadership techniques that prioritise emotional intelligence and spiritual principles to establish a workplace culture that is both resilient and supportive.

These observations have significant implications for organisations that are seeking to enhance workplace dynamics, reduce tension levels, and increase employee satisfaction. The relationship between organisational culture and leadership can be exploited by businesses to establish more productive and healthier work environments for their employees. The subsequent sections further investigate the practical implications of these discoveries, with an emphasis on leadership development and organisational procedures.

Conclusion

The investigation underscores the transformative potential of spiritual leadership in the establishment of a healthy

workplace culture and the reduction of employee stress. By fostering intrinsic motivation, moral behaviour, and shared values, spiritual leadership fosters a work environment that aligns personal and corporate objectives, thereby enhancing employee well-being. According to the results, organisational culture plays a critical mediating role in the relationships between stress and spiritual leadership and between stress and emotional intelligence. A culture that is inclusive and friendly not only alleviates tension but also cultivates a sense of purpose, teamwork, and resilience in employees.

The study underscores the significant role of spiritual leadership in fostering psychological safety and trust, which are essential components of a positive corporate culture. This is achieved by adhering to the principles of vision, altruistic love, and hope/faith. Culture's mediating function underscores the necessity of leadership styles that prioritise employee well-being, particularly in high-pressure scenarios. Unlike conventional stress management methods, which typically only address the superficial symptoms, spiritual leadership provides a comprehensive approach to stress management by addressing the underlying causes, including a lack of psychological safety and meaningful work. Based on the results, it is imperative that organisations incorporate spiritual leadership concepts into their policies and leadership development programs. The cultivation of a culture of shared meaning and the demonstration of emotional intelligence by leaders can significantly improve organisational performance, reduce conflict, and increase employee satisfaction. This research provides a comprehensive framework for businesses that strive to establish more productive and healthy work environments by utilising spiritual leadership, all while navigating the intricacies of contemporary workplaces.

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