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## The impact of spiritual leadership on employee well-being

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### Abstract

Productivity and organizational effectiveness are strongly influenced by employee well-being. With an especially eye on customized mindfulness and meditation techniques based on Date of Birth and Name, this study looks at how spiritual leadership affects employee mental health, stress levels, and general well-being. Survey results from 3,000 workers from different sectors were examined using a mixed-methods approach in tandem with qualitative insights from in-depth interviews.

Key quantitative results showed a strong positive correlation between spiritual leadership and all six dimensions of well-being as measured by Ryff's Psychological Well-Being Scales, with notable results in self-acceptance ( $\beta = 0.41$ ,  $p < 0.001$ ) while the General Health Questionnaire (GHQ-12) mean score of 2.4 indicated good mental health, the Perceived Stress Scale (PSS) scores were 14, suggesting moderate stress levels. Customized mindfulness ( $\beta = -0.21$ ,  $p < 0.001$ ) and customized meditation ( $\beta = -0.19$ ,  $p < 0.001$ ) notably moderated the association between spiritual leadership and mental health outcomes according to mediation analysis.

Qualitative data supported these findings by showing that workers under spiritual leadership reported more workplace inclusion, purpose-driven motivation, and closer relationships, thereby lowering stress, increasing creativity, and improving work-life balance. Participants underlined how tailored spiritual practices advised by their leaders assisted with stress control and general job involvement.

The study comes to the conclusion that spiritual leadership generates a whole, value-driven workplace atmosphere that improves employee well-being, lowers stress, and supports a reasonable work-life integration. Companies embracing spiritual leadership ideas and including tailored mindfulness and meditation practices can help to create a more involved, driven, and creative staff. Future studies should look at cultural differences in the application of spiritual leadership and longterm consequences.

**Keywords:** Spiritual leadership, employee well-being, workplace stress, personalized mindfulness & meditation, work-life balance, positive organizational psychology

### Introduction

Employee mental health and well-being have attracted a lot of attention in modern corporate environments since they so affect general company performance and productivity. Mental health effects the workplace in both significant and expensive ways. Depression and anxiety cost each year around 12 billion workdays worldwide, which translates into an estimated \$1 trillion lost in productivity

Conventional leadership approaches that give production and financial results first priority can overlook the whole requirements of employees, which results in more stress and poorer well-being. By contrast, spiritual leadership offers a whole strategy that might improve employee well-being since it emphasizes values, purpose, and connectivity. With special focus on the part spiritual practices like mindfulness and meditation in supporting a good work-life balance, this study examined the impact of spiritual leadership on employee mental health, stress levels, and general well-being

### Theoretical Background

According to Fry (2003) <sup>[2]</sup>, spiritual leadership combines aspects of vision, hope/faith, and selfless love to inspire among staff members a sense of meaning and purpose. This kind of leadership fits well with positive organizational psychology, which stresses the need of enriching and motivating workplaces. Theoretically grounded in theories of psychological well-being (Ryff, 1989) <sup>[4]</sup> and stress (Lazarus & Folkman, 1984) <sup>[3]</sup>, these ideas helped to clarify how spiritual leadership may reduce negative mental health effects and support a healthy workplace.

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## Research Objectives

The primary objectives of the study were:

1. Investigating the influence of spiritual leadership on employee mental health and stress levels was the main goal of the project.
2. To evaluate how spiritual activities—more especially, mindfulness and meditation—might improve workers' welfare.
3. To assess if spiritual leadership might help to foster a good work-life balance.

## Methodology

Combining quantitative and qualitative data, this mixed-methods study offers a whole picture of the influence of spiritual leadership. Employees in many different sectors were given a poll to gauge their general well-being, mental health effects, stress levels, and apparent spiritual leadership. In-depth interviews were also done with a sample of participants to provide more thorough understanding of how spiritual leadership affected their personal and professional life.

## Quantitative Measures

The quantitative component made use of validated tools like the Perceived Stress Scale (PSS) by Cohen *et al.* (1983), the General Health Questionnaire (GHQ-12) for evaluating mental health, and the Spiritual Leadership Scale (SLS) created by Fry (2003) [2]. Ryff's Psychological Well-Being Scales (PWB) were used to gauge well-being: Regression models were part of statistical analysis to ascertain the nature and strength of links between spiritual leadership and the different results.

## Quantitative Findings

The survey data were collected from 3000 employees across various industries, with 42% female and 58% male participants, aged between 21 and 50 years. The mean score for perceived spiritual leadership was 4.6 on a 5-point scale, indicating a high level of spiritual leadership in the sampled organizations. The mean GHQ-12 score was 2.4, suggesting generally positive mental health among respondents, while the mean PSS score was 14, indicating moderate stress levels.

**Well-being:** Further analysis using Ryff's Psychological Well-Being Scales showed that spiritual leadership positively correlated with all six dimensions of well-being. Notably:

- **Self-acceptance:**  $\beta = 0.41, p < 0.001, R^2 = 0.19$
- **Positive relations with others:**  $\beta = 0.37, p < 0.001, R^2 = 0.16$
- **Purpose in life:**  $\beta = 0.41, p < 0.001, R^2 = 0.20$
- **Personal growth:**  $\beta = 0.33, p < 0.001, R^2 = 0.15$

## Personalized Mediation Analysis

Personalized Mediation based on date of birth and name analysis was conducted to examine whether personalized mindfulness and personalized meditation mediated the relationship between spiritual leadership and employee outcomes. The Sobel test confirmed significant personalized mediation effects.

### Personalized Mindfulness as a Mediator

- The indirect effect of spiritual leadership on mental health through mindfulness was significant ( $\beta = -0.21,$

$p < 0.001$ ).

- The indirect effect of spiritual leadership on stress levels through mindfulness was also significant ( $\beta = -0.18, p < 0.001$ ).

### Personalized Meditation as a Mediator

- The indirect effect of spiritual leadership on mental health through meditation was significant ( $\beta = -0.19, p < 0.001$ ).
- The indirect effect of spiritual leadership on stress levels through meditation was significant ( $\beta = -0.16, p < 0.001$ ).

These findings indicate that personalized mindfulness and personalized meditation partially mediated the effects of spiritual leadership on both mental health and stress levels, suggesting that spiritual practices enhance the positive impacts of spiritual leadership.

## Qualitative Insights

Semi-structured interviews with thirty participants—selected based on high ratings for perceived spiritual leadership—gathered qualitative data. Several major motifs were found by theme analysis:

Participants regularly related how spiritual leadership gave their work a feeling of purpose and meaning, therefore improving their motivation and involvement. "My leader helps me see the bigger picture and how my work contributes to a greater cause, which makes me feel more motivated and fulfilled," one person said.

Under spiritual leadership, employees felt more supported and respected, therefore promoting a friendly and inclusive work environment. One worker said, for instance, "Our leader's emphasis on empathy and compassion creates a supportive atmosphere where everyone feels valued and respected."

Personalized Mindfulness and Personalized meditation techniques based on Date of Birth and Name were often mentioned as useful methods advised by spiritual leaders to assist staff members in stress management. Inspired by our leader, another participant said, "Practicing mindfulness at work, has significantly helped me manage my stress levels and stay focused."

Emphasizing the need of personal well-being and providing flexible work schedules, spiritual leadership reportedly helped participants to achieve a good work-life balance. "Our leader understands the need of balancing work and personal life, which has helped me maintain a healthier lifestyle," one employee said.

Spiritual leadership helped staff members to feel connectedness and community. Stronger ties among coworkers stated by participants helped to create a cohesive and supportive workplace. One participant noted, "The sense of community and connectedness promoted by our leader has made the workplace feel like a second family."

The sense of purpose, encouraging surroundings, and good stress management techniques helped employees to be more engaged and productive. One staff member noted, "I feel more engaged and productive at work because our leader's spiritual approach aligns with my values and helps me manage stress effectively."

Improved Creativity and Innovation: Spiritual leadership was likewise linked to these qualities. Spiritual leaders' inclusive and supportive work atmosphere helped

participants to be creative thinkers and to tackle problems creatively. "Our leader's emphasis on purpose and values has inspired me to think outside the box and come up with creative solutions," one person said.

### Findings and Discussion

The results pointed to a favorable relationship between better mental health outcomes and spiritual leadership. Workers who felt more of spiritual leadership said they were less stressed and more generally well-adjusted. Particularly mindfulness and meditation, spiritual practices were clear mediators in this connection since they helped to create balance and peace that would support better integration of work and personal life.

The quantitative results showed that among employees, spiritual leadership much predicted improved mental health and reduced stress levels. Regression studies revealed that employees' mental health and well-being scores varied greatly depending on their spiritual leadership. Those who had spiritual guidance reported better psychological well-being, marked by more self-acceptance, better relationships with others, and a more intense sense of purpose.

Deeper understanding of these results was given by the qualitative data. Participants reported how spiritual leaders created settings where values, meaning, and goal orientation took front stage. This surroundings helped staff members to feel more linked to their colleagues and work, therefore lowering stress and isolation. Spiritual leaders often urged their staff members to engage in mindfulness and meditation, therefore giving them useful tools to control stress and preserve a good work-life balance.

### Practical Implications

The results highlighted the possibility of spiritual leadership to change company cultures and raise employee welfare. Including spiritual leadership concepts into their leadership development initiatives would help companies. Personalized Mindfulness based on Date of Birth and/or Name, Personalized meditation based on Date of Birth and/or Name, and other spiritual practices might all be part of training courses for leaders to provide them the tools they need to help their staff members' whole well-being.

Companies may also set up frequent mindfulness and meditation meetings so that staff members might participate in these activities right there at work. Establishing areas for introspection and leisure helps to create a conducive workplace even more. Such programs would not only raise employee well-being but also probably boost general organizational performance by means of higher involvement and output.

### Limitations and Future Research

The study has certain limits even if it provided insightful analysis. The cross-sectional character of the survey data restricted the capacity for causal conclusions. Establishing causality and investigating the long-term consequences of spiritual leadership on employee well-being need longitudinal research. Furthermore, the fact that the study depends on self-reported data could have brought prejudice. To supplement self-report data, future studies might include objective measurements of stress and well-being including physiological signs.

The possible variation in how spiritual leadership was carried out and interpreted in various cultural and corporate

settings added even another constraint. Future studies could investigate these contextual variations and investigate how spiritual leadership could have to be modified to match different surroundings.

### Conclusion

One intriguing way to improve staff mental health and well-being is through spiritual leadership. Spiritual leaders can design a workplace that meets employees' whole needs by encouraging a sense of purpose, advancing moral principles, and include spiritual practices like mindfulness and meditation. Reduced stress, better mental health, and a better work-life balance can follow from this in turn. Accepting spiritual leadership could be a major tactic for encouraging sustainable employee well-being and organizational success as companies negotiate the complexity of the modern workplace.

The results of the study add to the expanding corpus of research on leadership and positive organizational psychology. They underline the significance of attending to employees' whole demands and offer doable advice to companies trying to improve their workplace conditions. Organizations that embrace spiritual leadership techniques not only enhance the welfare of their staff but also help to create a more involved, efficient, harmonic workforce.

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