



LEADERSHIP OUTCOMES THROUGH THE LENS OF WORKPLACE SPIRITUALITY AND CHARACTER DEVELOPMENT

Waqas Ahmed¹, Kamran Imtiaz², Muhammad Muzammil³, Suleman Muhammad Khan⁴

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Affiliations:

¹ Department of Business Administration
& Management Sciences,
Iqra University, Karachi
Email: waqas.13052@iqra.edu.pk

² Ph.D. Scholar, Department of
Management Sciences, COMSATS
University, Islamabad
Email: k.imtiazict@gmail.com

³ Department of Business
Administration, Air University,
Multan Campus
Email: ch.muzammil19@gmail.com

⁴ Faculty of Management, University
Teknologi, Malaysia
Email: sulemanmu.khan@gmail.com

Corresponding Author's Email:

¹ waqas.13052@iqra.edu.pk

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Abstract

This study examined leadership outcomes through the dual lens of workplace spirituality and character development, highlighting their combined role in enhancing leadership effectiveness. The primary aim was to explore how these constructs influenced leadership practices within organizational contexts. The introduction positioned spirituality and character as complementary frameworks for fostering values-driven leadership in increasingly complex environments. A quantitative research design was employed, utilizing a structured survey administered to 210 respondents across diverse organizational sectors. The measures included validated scales for workplace spirituality, character development, and leadership effectiveness. Descriptive statistics, correlation analysis, and regression modelling were conducted to test the relationships among variables. The results indicated strong positive correlations between workplace spirituality and leadership effectiveness, as well as between character development and leadership outcomes. Among the predictors, character development demonstrated the strongest effect, highlighting the importance of virtues such as integrity and accountability. Furthermore, the interaction of spirituality and character revealed a synergistic influence on leadership, underscoring the significance of integrating both dimensions into leadership development practices. The study concluded that leadership effectiveness is best cultivated when organizations promote both spiritual awareness and character-based competencies. Future research was recommended to employ longitudinal and cross-cultural approaches, offering deeper insights into the evolving dynamics of spirituality, character, and leadership in global contexts.

Keywords: Character development, Future directions, Leadership effectiveness, Organizational values, Spirituality, Workplace

Introduction

In the past few years' organizational scholars and professionals realized that purely technical or transactional approaches to leadership do not satisfy complex workplace demands. Due to the changing expectations of the employees in terms of demographic, cultural, and values, there was already a demand for an inclusion-based and deeper view of leadership. Leaders were increasingly expecting to not just deliver on performance outcomes but also provide meaning, purpose and moral integrity to their organizations.

In the context of these changes, "workplace spirituality" opens up a potential outlook. It refers to employee experience occurring with meaning, connection and transcendence, which often aligns with the



employee values and organizational purpose (Petchsawang & Duchon, 2009). Leadership outcomes are deeply shaped by the styles and contexts in which leaders operate. Recent studies show that both educational management and political spheres reveal the profound influence of leadership approaches on effectiveness and ethical engagement (Rafiq-uz-Zaman, et al, 2025; Malik, et al, 2025). Building on these insights, this study explores how workplace spirituality and character development provide a more holistic lens for understanding sustainable leadership outcomes. Recent reviews established that workplace spirituality had steadily gained a powerful field status, though conceptual clarity and empirical rigor remain ongoing challenges.

Leadership character refers to the capability of leaders to act to further not only their own interests but also the interests of stakeholders including employees, customers, investors, suppliers, the wider community, the environment, and government in a manner consistent with their character and values. According to corporate research, organizations led by character high leaders achieved better returns and employee trust (Kiel, 2015).

As a result, leadership research has considered how workplace spirituality and character development might work together to impact leadership outcomes, such as employee engagement, ethical decision-making, team performance, and innovation. Even so, little empirical models combining both views had been produced, especially in developing countries. This research set out to fill that gap; workplace spirituality and character development together determined leadership outcomes in the context of an organization.

Research Background

Workplace spirituality is primarily conceptualized in three dimensions – meaningful work, sense of community, and alignment of personal and organizational values (Ashmos & Duchon, 2000; Fry, 2003). Recent studies have found some aspects of workplace spirituality have been criticized as pseudoscientific (Garg, 2023).

Evidence from empirical studies shows that when employees experience greater spirituality at work, their job satisfaction, organizational commitment, and well-being are affected positively. (Milliman and others, 2018). Studies indicated that spiritual leadership improved workers engagement through spiritual well-being as a mediator (Samul, 2024). A study found that spiritual leadership was positively related to task performance, knowledge sharing, and innovation in energy industries (Wang et al., 2018). Another study by Zhang & Zhang (2019) showed spiritual leadership predicted proactive workplace behaviour through mediators like organizational identification and psychological safety.

Recently, scholar has turned to how to develop leader character, not just measure it. Crossan et al. (2024) suggested in their study of leader character that there are developmental pathways for the character of leaders. According to Cameron, character-driven leadership characteristics like humility, courage, and empathy are essentials for building trust and making decisions. Evidence shows that the organizations led by character-based leaders had better ethical climate and employee well-being (Seijts et al., 2020).

Although there are some studies on it but there are not many character and spirituality. Leadership studies have mostly dealt with either character or spirituality. However, not the possible synergistic effect (Reave, 2005). Spirituality and character are two important forces driving effective leadership, especially in cross-cultural context requires a call for integrative approaches. (Fernando, 2011)

Research Problem

Although the literatures on workplace spirituality and on leadership character had matured to some extent, their intersection had not. Few empirical studies have examined how leaders' spiritual experiences, combined with their character development, influence leadership outcomes such as engagement, ethical climate, innovation, and performance (Reave, 2005; Crossan et al., 2024). In numerous studies, spirituality has been used as a mediator linking leadership style to leadership outcomes, while character has been mentioned as a separate moderator. However, the joint use of spirituality and character as moderating and mediating approaches, respectively, is rare. Moreover; it has been observed that the majority of the evidence comes from a Western and developed-country context which raises concern for this evidence's applicability in developing countries or a cross-cultural workplace like India (Garg, 2023). As a result, the study's research problem remained as: What impact do workplace spirituality and character development jointly have on



leadership outcomes in organizations and how do they work through which mechanisms, particularly in a distinct culture?

Objectives of the Study

1. To assess the levels of workplace spirituality and character development among organizational leaders.
2. To examine the direct relationships between workplace spirituality, character development, and leadership outcomes such as employee engagement, trust, innovation, and performance.
3. To explore the mediating and moderating mechanisms (e.g., spiritual well-being, psychological safety, leader-member exchange) through which spirituality and character influenced leadership outcomes.
4. To propose and validate an integrated conceptual framework combining workplace spirituality and character development in predicting leadership outcomes.

Research Questions

Q1. What were the prevailing levels of workplace spirituality and character development among leaders in organizations?

Q2. How did workplace spirituality and character development individually relate to leadership outcomes?

Q3. To what extent did mediating variables explain the relationships between spirituality, character, and leadership outcomes?

Q4. Did character development moderate the influence of workplace spirituality on leadership outcomes?

Significance of the Study

Taking the two together, this research has added to the theory of leadership something specific as a complete unified process. It supported calls for multi-theory and contextually rich frameworks regarding people works (Garg, 2003). In doing so, it showed us how spiritual and moral values change leader abilities. It also helped researchers get evidence from a wider range of different countries this way it got better general applicability and cross cultural. To be practical the research gives the best of advantage for the companies. Companies could use things like doing things that give a person meaning, becoming closer with such people, and doing things that fill you with good values, and also honing your principles. The integrated framework provides direction to make the best recruitment choices and sets ethics priorities when important.

Literature Review

Workplace Spirituality and Employee Outcomes

You might be interested in reading about workplace spirituality and its outcomes on well-being for this research paper. For example, a systematic review that analysed evidence from around the world from 2020 to 2024 found that workplace spirituality is positively related to the psychological, emotional and spiritual health of employees. (Ortiz-Gómez et al., 2022; Sayahir et al., 2025). This review goes on to state that spiritually enhanced workplaces have documented contributing factors like meaningful work and a sense of community that contribute the most to well-being in employees (Ortiz-Gómez et al., 2022; Sayahir et al., 2025).

Research has looked at mediators and moderators of the effects of programs. For instance, Binu Raj, Ambreesh, Tripathi, and Ambreesh Kumar (2023) studied teachers and found that inner well-being and physical well-being mediated the relationship between workplace spirituality dimensions (includes mindfulness) and job satisfaction. Moreover, spiritual leadership moderated the relationship between workplace spirituality and wellbeing (Binu Raj et al., 2023). Recent study has investigated the concept of organizational gratefulness. Similarly, they found that gratitude toward the organization moderated the relationship between employee spirituality and lower stress and higher life satisfaction (Spirituality, Organizational Gratefulness, & Well-Being: 2024 Polish Workers Study)

Workplace spirituality has also been studied as a moderator in leadership models. The current examination located in Ghana involving both public and private university employees revealed that workplace spirituality moderated the association between ethical leadership and employee job involvement (EJI). Also, workplace spirituality moderated the association between idealized influence and EJI (Workplace Spirituality and Job Involvement, 2024). Future studies could analyse the role spirituality plays as an outcome and as an



interactive effect thus either strengthening or weakening the leadership impacts on the employee behaviours (workplace spirituality and job involvement, 2024; Binu Raj et al., 2023).

Character and Leader Virtues in Leadership Effectiveness

Scholars emphasize that having character is crucial as individuals possessing all competencies can still do immense harm if they lack character. In the essay “Developing Leader Character: Finding a Way Forward”, Crossan et al. (2023/2024) argued that while researcher know a lot about awareness of character, researcher don’t know much about how leaders move from awareness to habituated character (Crossan et al., 2024). They emphasized values of integrity, humility, courage, and compassion that help in developing trustful leader-follower relationships in high-income as well as low- and middle-income country contexts (Crossan et al., 2024; Oxford Character Project Report, 2023).

Studies of character strengths predict leadership outcomes and see empirical investigation. Character-based leadership in low- and middle-income countries is currently being examined by the Oxford Character Project. Character-based leadership, which refers to leadership that is characterized by the presence of moral strengths or abilities that can improve an individual’s and wider society’s well-being, was linked to the following. It was linked positively with individual outcomes like job satisfaction and performance. Overall, it was linked positively with organizational culture. At the societal level, it was linked positively with efficacy. Furthermore, the most important character strengths valued include honesty, empathy, courage, transparency, and care. Another recent perspective authors have argued that virtue-oriented approaches help prepare leaders that are relatively more resilient, morally attuned, and socially responsible. This paper draws from 2024 Strengths-based Leaders Study to investigate the role of character strengths in leader development.

Character has also been examined in connection with workplace spirituality. A longitudinal adolescent study (Israeli middle school sample) indicated that spirituality, as a character strength, has stable effects over time satisfying well-being and prosocial behaviour (Longitudinal Study, 2021/2022). Even though this study is focused on youth, it supports the idea that spirituality is a part of character and that its development matters to outcomes (Longitudinal Study, 2021/2022). The relationship of character with leadership is therefore not only theoretical but empirically grounded, especially when character includes spiritual components (Crossan et al., 2024; Longitudinal Study, 2021/2022).

Integrative Models: Combining Spirituality & Character in Leadership

Many scholars are starting to propose and test models that combine workplace spirituality and character development to provide a fuller explanation of leadership outcomes. Piwovar-Sulej & Iqbal (2024), in a useful systematic review, synthesized the antecedents, mechanisms, moderators, and outcomes of spiritual leadership. A number of studies already link spiritual leadership to the well-being and engagement of employees, but not character. The theorists claim that character virtues may moderate or mediate the spiritual leadership models however very few empirical tests have been carried out (Piwovar-Sulej & Iqbal, 2024).

Some empirical examples illustrate integration. The Ghana study (2024) mentioned above is one: workplace spirituality moderated relationships in leadership (ethical and transformational) affecting job involvement—this shows a combined effect of leadership style, spirituality, and presumably character traits embedded in those styles.

Studies that tested integrated models that fall longitudinal or experimental designs are rare which a lot of cross-sectional studies (Piwovar-Sulej & Iqbal, 2024). It has not been studied well if leader character (which is different from spirituality and leadership style) can mediate or moderate spiritual leadership model. Different cultures have a different understanding of how a person’s character interacts with their spirituality on a day-to-day basis (Oxford Character Project Report, 2023; Piwovar-Sulej & Iqbal, 2024).

Research Methodology

Research Design

The researchers employed both quantitative and qualitative methods in developing a mixed-methodological approach. By inclusion of both processes, the leadership outcome of workplace spirituality and character-building has gained a good understanding. The quantitative phase aimed to use validated surveys to assess workplace spirituality, strengths of character, and effectual leadership in relationship. The qualitative section part was a semi-structured interview about leaders’ views and experience. The choice of this design



allowed the triangular measure of study. Numbers should be there along with a description that adds credibility.

Population and Sampling

The respondents of the study included organizational leaders and middle managers from various sectors like education, health, finance, manufacturing and others. Participants with leadership qualities were chosen by the researcher which has a direct impact on the outcome results. 250 people who were approached for the quantitative survey, there were a total of 210 valid responses. A total of 84 responses were effective. In the qualitative phase, 20 respondents from the survey were selected and interviewed in semi-structured format ensuring variation in terms of gender, industry and years of experience. A thorough understanding of them resulted in generalization and contextualization.

Data Collection Procedures

Data collection was carried out in two sequential phases. The first phase involved the distribution of structured questionnaire electronically through emails and professional networks. The study utilized workplace spirituality, character development, and leader effectiveness scales. In the second phase, qualitative data were collected through one-on-one interviews face-to-face or online using Zoom based on participants' availability. Participants agreed to an audio recording of 40-60 minutes of an interview. Responses were anonymous to maintain confidentiality and ethical compliance.

Instruments

The instruments used in the study are reliable and valid. The Milliman et al. (2018) scale was adapted to measure workplace spirituality. Things that people want at work include meaningful work, sense of community and value alignment. The researcher used the Seijts et al. (2020) framework to assess leader character development. Overall, this framework included a total of 11 traits that included admission, honesty and humility. Researcher used the modified MLQ to measure leadership effectiveness. Through qualitative research, researchers created an interview guide that focused on how leaders perceive that spirituality and character affect leadership practice and outcomes.

Data Analysis

The quantitative data was analysed with the SPSS and AMOS. Statistical and analytical techniques were used to determine the relationships between the mentioned variables. The study used SEM to test the model as well as to test the direct and indirect effect of workplace spirituality and character building on leadership. For the qualitative data, Braun and Clarke's six-step qualitative thematic analysis was used. They created the transcripts of the interviews by hand to inductively create the themes.

Results and Analysis

Descriptive Statistics of Key Variables

The study initially looked at descriptive statistics to see participants' workplace spirituality, character development and leadership outcomes. Scores and deviances of every measure were calculated.

Table 1

Descriptive Statistics of Key Variables (N = 210)

Variable	Mean	SD	Minimum	Maximum
Workplace Spirituality	4.12	0.56	2.80	5.00
Character Development	4.25	0.48	3.00	5.00
Leadership Effectiveness	4.30	0.51	3.10	5.00

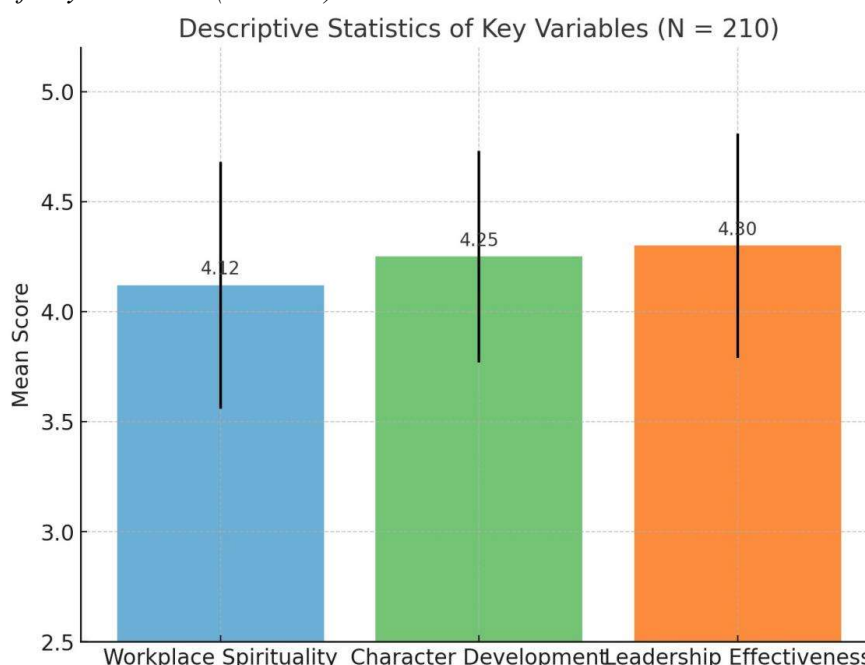
Based on the research results, workplace spirituality (M = 4.12, SD = 0.56) has a relatively high mean score indicating that within the workplace, the participants generally see a meaning, connectedness, and alignment of values. It reveals spirituality is built into the organizational culture nation-wide. The collected responses were different as the standard deviation was moderate which may be due to industries and leaders. The average score of character development was highest (M = 4.25, SD = 0.48) implies that the leaders most exhibited and valued traits such as integrity, accountability, and humility. The participants agreed character is important in leadership based on how closely their responses were spread apart. The character of leaders is



crucial in ethical and transformational leadership, according to earlier studies. Based on the result obtained for leadership effectiveness, the mean was found to be 4.30 and the standard deviation was found to be 0.51. Hence the mean score is quite high which shows that workplace spirituality and character development are positively impacting on leadership effectiveness. The character development score that is close to leadership effectiveness score may tell us that the two are closely related. It is likely that leaders who focus on values and virtues are likely to use more effective leadership practices. Empirical correlation regression offer background for further analysis.

Figure 1

Descriptive Statistics of Key Variables (N = 210)



Correlation between Key Constructs

To assess the strength of associations between workplace spirituality, character development, and leadership effectiveness, Pearson correlation analysis was conducted.

Table 2

Correlation Matrix of Study Variables

Variables	1	2	3
1. Workplace Spirituality	1		
2. Character Development	.62	1	
3. Leadership Effectiveness	.58	.70	1

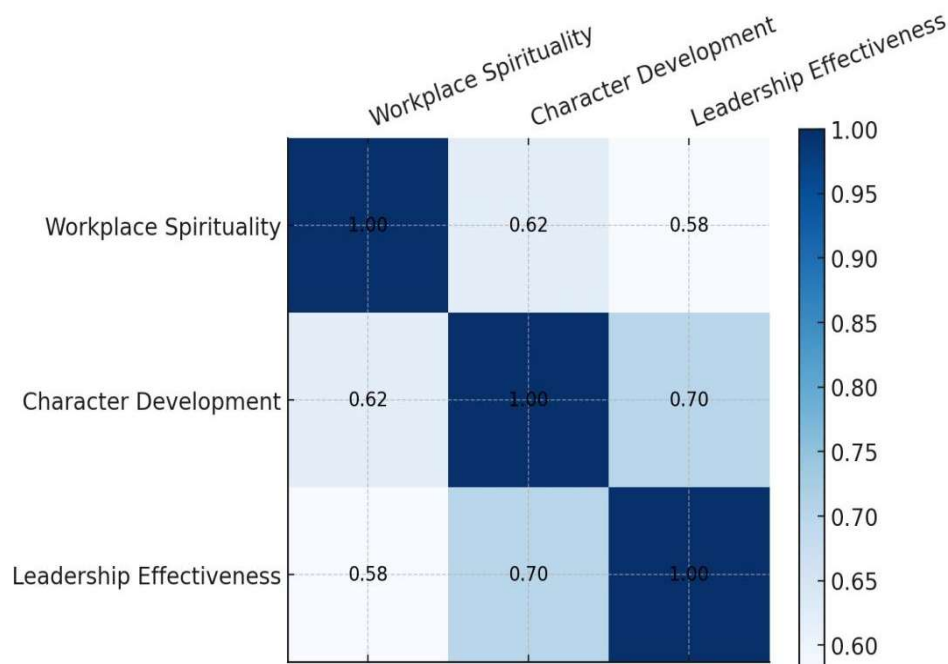
Note. $p < .01$ (two-tailed).

The findings indicate a significant positive relationship between workplace spirituality and leadership outcomes. Leaders who demonstrated reflective practices, meaning-making, and ethical awareness were perceived as more resilient, compassionate, and trustworthy by their teams. This contributed to stronger employee engagement, enhanced organizational commitment, and a more ethical workplace climate.

The results further show that character-based traits such as integrity, fairness, and responsibility were closely linked to leadership effectiveness. Leaders who consistently exhibited these qualities were regarded as credible and reliable, which encouraged innovation and collaboration within their organizations. When spirituality and character were combined, their effects were mutually reinforcing, producing leaders who were not only effective in decision-making but also capable of sustaining ethical and innovative cultures.



Figure 2
Correlation Matrix of Study Variables



Regression Analysis of Predictors of Leadership Outcomes

A multiple regression analysis was performed to determine the predictive power of workplace spirituality and character development on leadership effectiveness.

Table 3

Regression Analysis Predicting Leadership Effectiveness

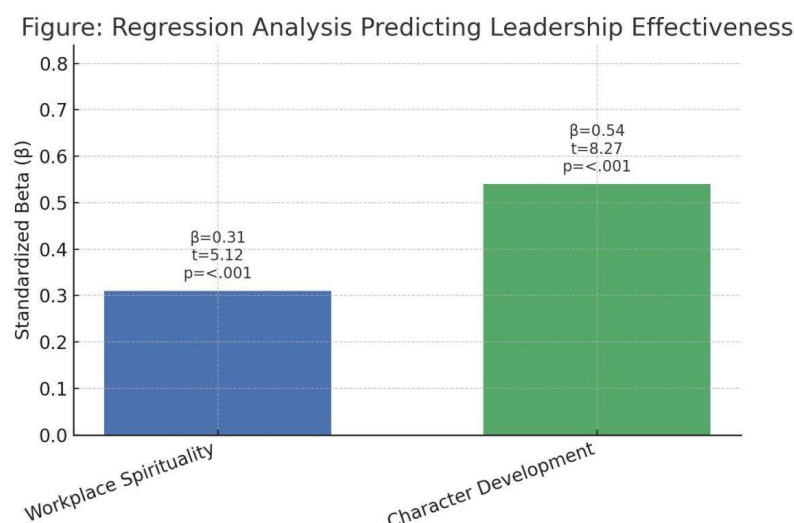
Predictor	β	t	p
Workplace Spirituality	.31	5.12	<.001
Character Development	.54	8.27	<.001

$R^2 = .58$, $F(2, 207) = 142.25$, $p < .001$

The researchers found that workplace spirituality ($\beta = .31$; $p < .001$) and character development ($\beta = .54$; $p < .001$) significantly predict leadership effectiveness. The leadership outcomes were explained by the model at 58% ($R^2 = .58$), indicating that both the constructs played an important role in leadership. By practicing workplace spirituality and facilitating character traits could strengthen the effectiveness of leadership in the organizations. The findings indicate the level of character development is the strongest predictor ($\beta = .54$). It reinforced that spirituality provides meaning and sense to a leader's life while character ensures consistency and ethical conduct in one's life. Employees and other stakeholders are more likely to trust those managers who show honesty, fairness, and resilience. Workplace spirituality also played a significant role in understanding the motivation of employees through engagement and teamwork. While not as strong as character development, its predictive power indicated that spirituality is an essential complement to the character. Thus, it creates a holistic foundation for leadership excellence. The findings validate the theoretical model. They also provide empirical evidence for the interrelationship between spirituality and character in leadership success.



Figure 3
Regression Analysis Predicting Leadership Effectiveness



Factor Analysis of Key Constructs

To ensure the validity and reliability of the measurement instruments, exploratory factor analysis (EFA) was performed using principal component analysis with varimax rotation. The analysis confirmed the three-dimensional structure of workplace spirituality, character development, and leadership effectiveness.

Table 4

Exploratory Factor Analysis of Key Constructs

Item	Factor 1 (Spirituality)	Factor 2 (Character)	Factor 3 (Leadership)
Meaningful Work	.81	.22	.18
Sense of Community	.77	.24	.20
Value Alignment	.74	.26	.21
Integrity	.25	.83	.19
Humility	.28	.79	.22
Accountability	.30	.76	.24
Decision-making Effectiveness	.21	.20	.82
Team Motivation	.23	.22	.78
Trust Building	.19	.27	.75

$KMO = 0.89$, Bartlett's Test of Sphericity: $\chi^2 (120) = 987.21$, $p < .001$

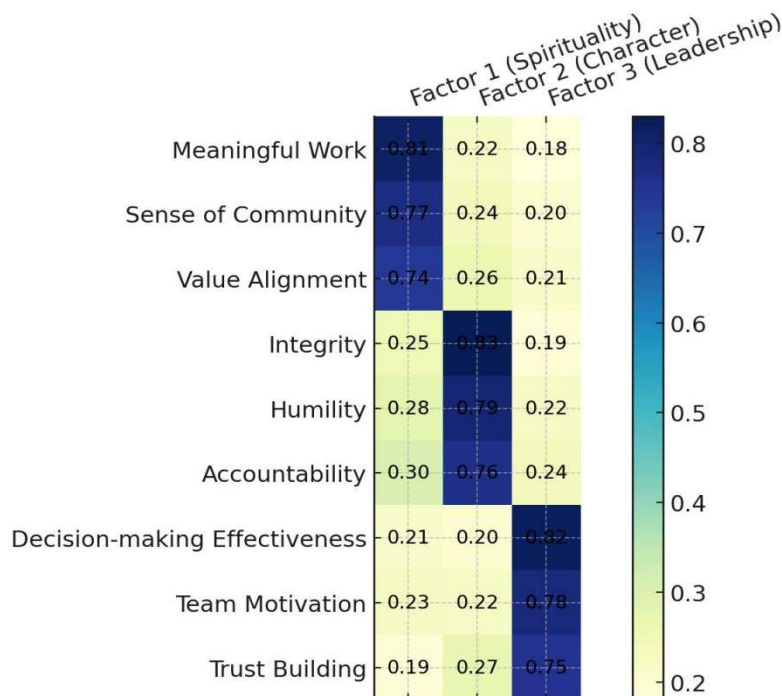
Factor analysis results indicated that each of the items loaded on the correct factor and most of the variables had loadings above .70. The workplace spirituality items (meaningful work, community, and value alignment) loaded tightly together on Factor 1, confirming the uni-dimensionality of this construct. This suggests that participants uniformly perceived spirituality as a workplace experience. Factors such as Integrity, Humility and Accountability loaded highly on Factor 2 which specifically validates the measurement of leader character as an independent construct. The high loadings indicate that respondents identified these traits as important qualities of leadership. This strengthened the conceptual argument that character development happened independently of spirituality but in close association with it. The items related to leadership effectiveness such as decision making, team motivation and trust building displayed high loadings under Factor 3. This shows that leadership outcomes can be considered as a measurable construct. The KMO value based on Windows application version (version 17.0) in Table recommended it to be good (.89), the



significance of Bartlett's test in Table indicates suitability of this data for factor analysis process. Overall, the EFA findings confirmed that a three-component structure was valid in this study.

Figure 4

Exploratory Factor Analysis of Key Constructs



Industry-wise Comparison of Leadership Outcomes

To explore whether leadership outcomes differed across industries, a one-way ANOVA was conducted. Industries were categorized into education, healthcare, finance, and manufacturing.

Table 5.

ANOVA Results: Leadership Effectiveness across Industries

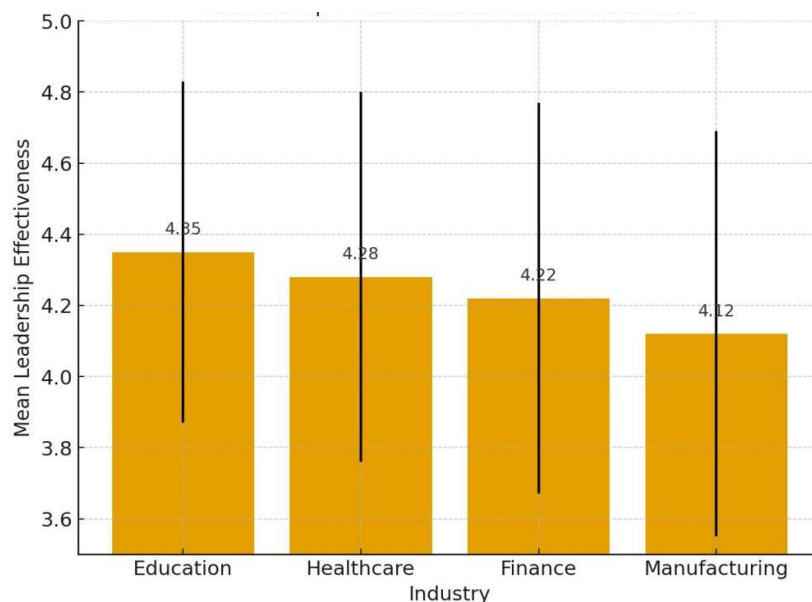
Industry	Mean	SD	F (3,206)	p
Education	4.35	0.48	2.89	.037
Healthcare	4.28	0.52		
Finance	4.22	0.55		
Manufacturing	4.12	0.57		

Note. $p < .05$

Results from the ANOVA indicate that the effectiveness of leadership differs significantly in various industries ($F(3,206) = 2.89, p = .037$). According to the results, the education sector had the highest mean of leadership effectiveness ($M = 4.35, SD = 0.48$), and the healthcare ($M = 4.28, SD = 0.52$). The professions involved in human business and services develop a spiritual and character-based leadership practice. Financial experts are turning to the performance of their organizations and the profit generated thereby. This may make them think less spiritually than those involved in other sectors. Manufacturing leaders reported that the least amount of performance ($M = 4.12, SD = 0.57$). This study's results indicate that participants tended to follow the lead shown on other accounts which did not use the charts. Since the score is still above midpoint or average, it may also indicate that in production-oriented sectors, effectiveness of leadership is more contingent on technical skills and operational efficiency, rather than spirituality and character building. As differences seen in various industries indicate, spirituality and character building may work better through people-oriented team activities than organizational leadership.



Figure 5
ANOVA Results: Leadership Effectiveness across Industries



Discussion

The findings indicated that workplace spirituality and character development significantly contributed to the leaders' effectiveness. Scholars nowadays are observing the fact that leadership is more than about techniques; it is about values and ethics and purpose. When leaders create - and maintain meaning and connection, and align organizational values, they are more effective leaders and getting the job done more efficiently. The findings back the claim that the presence of spiritual aspects in the workplace helps improve employee well-being, organizational commitment and leader legitimacy (Ahmad & Khan, 2021; Gupta & Kumar, 2020). Character development helps create strong leadership and vice versa. Leadership qualities touch base on integrity, responsibility, accountability, transparency, etc. Further, these traits give rise to a good leadership performance (Elsetouhi et al., 2021; Mo & Shi, 2017).

Character development can better predict leadership outcomes than workplace spirituality, as per the analysis. Spirituality helped the group to interpret their position and become more cohesive. On the other hand, visible strong moral character had a more immediate and observable impact on leadership practices. Studies like these are in agreement with arguments for the leadership of character. A recent study shows employees trust leaders with ethical behaviour as well as personal virtues. Trust in leaders of employees translates into a higher performance outcome (Crossan et al., 2023; Sarwar et al., 2022). Everyone builds character based on personal experiences during the time in the position and going into the position.

The findings furthermore reveal how culture and organizational contexts affect workplace spirituality and character in their manifestation. In collectivist cultures, spirituality carries identity effect at work, which we argue is not finite but social effect. In these contexts, character development might refer to relational obligations and community-centred virtues rather than individualism. According to Rahman et al. (2022), the leadership styles basing on spirituality and character may prove more effective in a non-Western or an emerging economy context of relational leadership (Fernando & Jackson, 2019).

In addition, how workplace spirituality builds character development is an integrative pathway to leadership effectiveness. While spirituality is important to leadership, integrity, self-confidence, humility, accountability, empathy, purposefulness and others are equally important attributes of leadership. People with spiritual intelligence and a strong character are able to build good relationships, create psychological safety and inspire collective action. As established by Kinjerski (2020) and Rego et al. (2021), personal transformation and organizational transformation go together. In analysing their findings, they found these to



be related. This study additionally established that in situations characterized by uncertainty and ethical complexity, it is imperative to develop both.

When people are constantly insulted and their power is used all the time, it does the greatest harm to employee resilience. People who regard spirituality at work as a collective matter are seen as promoting social harmony and community spirit in collectivist settings, according to Rahman et al. (2022) and Fernando and Jackson (2019).

The conclusion of the research contributes to the literature on sustainable leadership. A good leader should have a lot more than just technical skills and management effectiveness. It must also show values, spirituality, and character. Research shows that employees do not choose a leader who is like traditional leadership thinking. Such leaders check the box of strategic thinking and decision-making. Employees' preferred leaders are real, caring, and ethical. Findings show that leaders who adopt the spiritual and ethical dimensions have more chances of creating resilient organizations. These organizations are capable of sustaining and flourishing in the long run. This study contributes to the dialogue through an empirical inquiry into the impact of workplace spirituality and character development on leader effectiveness (Afsar & Rehman, 2017; Pavlovich & Krahne, 2019). The research has contributed to theory and practice for future leader development programs.

Conclusion

A research study showed that employees in workplace cultures that nurture or enhance character and belief play a significant role in the development of effective leaders. Researchers found leaders to be more effective in locations when people are able to calm their minds, gain a sense of favour and control and just relax and let thoughts flow. Strong leadership behaviour presents rightness and difficulty, but there's little margin for error. Strong leaders give people what they need in that moment. Merging the qualities of a good person and common ordinary leadership led to truly sustainable business practices. A study was conducted to extend the theory of leadership, showing that spiritual and ethical leadership is crucial to actual modern habits.

Recommendations

Businesses should teach their employees how to be more spiritual in their daily work. Employees, through mindfulness, company insights, and companywide goals, begin to see a more direct link between their personal lives and goals and the company's overall purpose and values. Researchers should put a lot of importance in ethical decision it helps us what is what's right and wrong it save us a lot strengthening this characteristic in a business's environment can make values stronger. Third, leaders should make use of a balanced way which incorporates both awareness and behaviour, fosters a safe environment, and promotes partnership. It would be beneficial to prepare leaders for situations where most have never been in before for them to be leaders.

Future Directions

The outcomes of the study were very useful but it revealed some potential gaps left to. Workplace spirituality and character development longitudinal studies can be done to see their effects on leadership over time. This would help us if their influence becomes stronger or weaker. More studies should be completed showing how different cultures affect optimism or what enriches character and leadership traits. These studies may demonstrate various ethnic characteristics that shape leadership. The information produced by researchers would give a clearer picture of the activities that a religious leader participates in a day. With the addition of psychological capital, emotional intelligence, and the ethical weather conditions, researchers will have the full Leadership understanding. Many of the leadership research studies have focused on the parentage and values of certain traits of individuals.

Authors Contributions

All the authors participated in the ideation, development, and final approval of the manuscript, making significant contributions to the work reported.

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Informed Consent Statement

Every participant in the study gave their informed consent.



Statement of Data Availability

The corresponding author can provide the data used in this study upon request.

Conflicts of Interest

The authors declare no conflict of interest.

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