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Transcendental Leadership and Performance: Role of Workplace Spirituality and Corporate Social Responsibility

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Abstract: Leadership styles outline the routes used by managers and employees to reach their desired goal of long-term success. Researchers argued that the compartmentalized components of transactional, transformational, and servant leadership fail to take into consideration the complexities of leaders and followers. Considering the alarming rise of corrupt and selfish leaders in recent years, this research examined a potential countermeasure by investigating the impact of transcendental leadership (TL) on task performance contextual (TPC) and organizational performance contextual (OPC). Additionally, the mediating role of corporate social responsibility (CSR) and moderating role of workplace spirituality (WS) is also investigated in Pakistani industries. The data were collected from 266 respondents and analyzed using hierarchical regression analyses. The results indicated that TL has significant impact on TPC and OPC, whereas CSR mediates the relationship of TL and performance dimensions. Also, WS strengthens the relationship between TL and CSR. We propose implications for practicing managers and researchers hereunder.

Keywords: transcendental leadership, spirituality, task performance, Pakistan

1. Introduction

The transactional, transformational, and servant leader theoretical modes continue to evolve and have an impact on the organizational development genre [1, 2] as organizations seek opportunities to maximize their stability, profitability, and relevance within international markets. However, Phipps [3] and Ishaq et al. [4] argue that conventional leadership theories fail to account for the inevitable and timeless idea that leaders and workers are spiritual beings who seek self-actualization via attempts to go beyond the everyday parts of existence. Bekkers [5] argued that in modern organizations and nations, there is a global desire for leaders to take on the role of spiritual mentors for their followers. Hence, the transcendental leadership (TL) model is recommended as a sealant to the split the transactional, transformational, and servant leadership theories leave behind [2]. Markets, customers, and environmental variables all exert random influence on a company's trajectory, forcing leaders to constantly adapt their strategies [6, 7]. The leader's value lies in their ability to both protect the organization and steer it into unfamiliar territory [7, 8]. Leadership styles outline the routes used by managers and employees to reach their desired goal of long-term success. Sanders et al. [2] argue that the compartmentalized components of transactional, transformational, and servant leadership fail to take into consideration the complexities of leaders and followers.

According to Greenleaf [9], a servant leader is someone who puts the needs of their employees ahead of their own. A servant leader's moral and ethical evolution, however, is not mapped out in the initial assumption from which the notion of the servant leader was created. That is why nobody knows where the inspiration for selfless deeds comes from in the spiritual realm [10]. Therefore, how can one establish a foundation upon which to build a moral compass? It is the moral compass that helps managers strike the right balance between doing what is suitable for the firm and doing what is right for the people within and outside the organization. Leaders who are both moral and ethical must be able to meet the needs of their employees while also setting an example that others will want to follow, regardless of how that follower thinks those needs should be completed [11]. Thus, the TL style seems to fit into the category of a nontraditional leadership mode, such as the servant leader theory, because a leader knows the power connected with a spiritual connection [12, 13]. However, the knowledge of one's spirituality that TL theory affords researchers paves the way for a more holistic strategy for gaining access to ethical solutions, constructive group behaviors, and enhanced productivity in the workplace.

The followers' understanding of their leader's actions and how the behaviors affect moral judgment and results are the aspects that define how an organization's leaders are seen [14]. Locus of control, efficacy, and spirituality all play a role in how followers categorize their leaders, as Geroy et al. [14] explained. Managers shape the environment and culture of their companies through their views, actions, and strategic decisions, which in turn shape how employees understand and react to their time at work [15]. Because of this, the transcendental leader sets up explicit and informal rules, such as mentoring, coaching, and counseling, to encourage the most participation possible from their

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employees. The TL model incorporates novel components to promote optimal performance across the board. By focusing on the well-being of their followers, both the leader and the organization may reap long-term benefits. Thus, the company achieves long-term viability, and the employee experiences personal growth [14, 16].

When employees are provided with all-around assistance, as in the TL model, their contributions to the company improve [17]. When workers' needs are met via a combination of challenging tasks and social interaction, they contribute more creatively and effectively to their businesses. Effectively communicating vision and expectations, modeling socially justified actions, stimulating the worker's internal compass, and securing collective goal attainment have all been linked to the transcendental leader's ability to inspire positive work-related outcomes in their followers [12, 18]. Skills such as those previously described offer the workers a feeling of connection and job satisfaction where organizational performance, quality of services, customer happiness, and customer and worker loyalty are obtained [19]. As a result, sales go up, which is excellent for the company's bottom line [17], which is what most executives and stockholders care about most. Valuable employees are also required to guarantee the firm operates smoothly with innovation and product promotion that results in role unity, a leader's vision, and the company's objectives. As a result, fewer talented people leave the workforce [20]. According to Tehubijuluw [17] and Adnan et al. [10], TL theory has an impact on organizations by creating intrinsically motivated followers, ethical actions and decisions, and positive communal interactions, where the greater good of all is considered and valued. This is important for businesses seeking to acquire and maintain a competitive edge [21].

Therefore, the purpose of this research is to investigate the connections between TL, workplace spirituality (WS), corporate social responsibility (CSR), and organizational effectiveness. More specifically, the goal of the present study stems from the recommendations for further investigation into the connection between an ethical leader's position and improved organizational performance made by Hafni et al. [22]. Also, because different businesses have different standards for what constitutes success, companies that cannot utilize metrics like revenue and profit to gauge performance are frequently overlooked. The objective of the present test is dualistic: practical and theoretical. This study's purpose is to seal the fissure about the interactions between the factors and help in the understanding, as well as successful implementation, of a unique phenomenon. Consequently, the following study questions emerge: How can spirituality in the WS and CSR influence the link between TL and organizational performance, if any? Both the task and contextual (dependent) factors and the mediating role of CSR in the influence of WS on TL (independent) require further research.

2. Literature Review

The present research aims to shed light on the interplay between TL, WS, and CSR and how one influences the other. The literature review investigates previous studies in order to understand better the phenomenon, the study topic, and any relevant theories. The paper lays out the rationale behind my study design and the methods used to collect data on the constructs and relationships between the variables and their interactions in order to reach a conclusive conclusion.

2.1. Theories and variables

According to Arjoon [23], the narcissism, spiritual poverty, intellectual pride, and selfishness of business executives are the root cause of the global financial crisis. Both the University of Virginia and Harvard Business Schools teach their students that disregarding ethical principles may lead to a monetary disaster. It is said that a leader may control their avarice by developing their mind and character. Arjoon [23] said corporations fail to analyze the danger linked with the leader's attitude of entitlement and lack of humility, which might lead to unethical economic actions. Islam et al. [24] said that corrupt leaders' narcissistic traits are the same as those of violent criminals. Moreover, corporations might integrate the character of their unethical boss, particularly if one is not preserving their organization's culture. Kretzschmar [25] and Reddy [26] elaborated on the idea of elevating morality and authenticity within models of social leadership. The author argued that for genuine connections to flourish, followers must trust and believe their leaders. By building trust with their subordinates, leaders may better meet the requirements of their constituents and inspire their teams to reach their full potential [27]. Such efforts need to be exhibited by the servant leader in order to develop and establish genuine relationship ties, credibility, consistency, and proof of moral decision-making. Leaders who exhibit spiritual qualities and ideals are also seen as successful by their followers, who find common ground with them in their beliefs and actions regardless of their background or the background of their followers [20, 25].

2.2. Transcendental leadership

According to Bekkers [5], modern society is moving away from secular ideas and toward those that are more pagan and ceremonial, leading to a worldwide cry for spiritual leaders to return and take control of the world. Due to the widespread acceptance of a lack of spirituality, the moral character necessary to effectively lead communities is being mocked. Attempting to achieve religious equality by cutting people off from their spiritual selves is a risky and inappropriate prescriptive approach [5, 28]. This flawed belief system has many adhered to, which has positioned leaders and society to become progressively engrafted into unethical commercial and interpersonal interactions. Leaders connect with their followers on a relational level, and transformational leaders win over their followers by coming off as honest and trustworthy. But pseudo-transformational leaders use charm and persuasion to further their interests. Leadership is a relational construct with several dimensions that necessitates a wide range of interactions. In addition, one's affinity for a specific leadership style determines the nature of the exchanges they engage in [29].

One leadership style is not universally accepted because of the complicated nature of the leadership construct and the incapacity of individuals to subscribe to a single paradigm and its related antecedents. Zou et al. [30] outlined the view various obsolete modes do not give a thorough grasp of the processes underlying promising leadership approaches. While the researcher pondered over and deconstructed the causes of poor leadership, subtleties in the leadership concept began to emerge. In order to control the awkward social components of human desires, necessities, and passions associated with the diverse nature of people who work for an organization, leaders are placed in positions of authority, the view shared by many modern leadership scholars who, despite the concrete and sometimes scientific proclamation of the elements associated with the leadership construct, believe that the ability to motivate and influence workers to rally around company goals is central to a leader's style [31].

2.3. Workplace spirituality

Milliman et al. [32] performed the study using empirical methods to investigate the WS concept and its impact on employee sentiment. Historically, research has seen more likely to confine spirituality to a known genus: religion, which the authors admitted is a critique of the absence of scientific study around aspects such as WS. Milliman et al. [32] emphasized the distinction between spirituality and religion in the workplace. Contemporary view of the idea of spirituality at work is tied to personal values and beliefs, not religious tradition [22, 32]. According to Ilyas et al. [33], WS melds together a good company's purpose and the adoption of a cause, which leads to an effect on the company's CSR. In addition, the size of the CSR construct is affected by how much people feel they belong to the community [34, 35]. According to Pawar [34], employees experience greater levels of happiness and motivation on the job when they can connect with the organization's mission and values on a deeper level. In addition, when people's spiritual needs are addressed via their work, the business benefits from increased productivity. Therefore, the present research alleges the concept of WS is the moderating variable that determines the size of the link or connectedness a transcendental leader gives to CSR behaviors in a company. WS may be the component that helps employees accomplish organizational objectives [36, 37]. Thus, it is essential to address the requirement to enhance organizational performance. Yiing and Ahmad [37] detailed the nuances that may impact a leader's ability to influence workers based on the culture the business has established. Higher performance results may be achieved with the right blend of leadership behaviors and company culture, as found by Yiing and Ahmad [37] and Zou et al. [38].

2.4. Corporate social responsibility

According to Jin and Drozdenko [39], corporate misconduct inspired the passage of the Sarbanes-Oxley Act of 2002 to address the rising tendency of immoral company practices against workers and stakeholders. The writers delved into the connections between CSR, ethics, and performance in organizations. They differentiated between "organic" and "mechanistic" value systems. Open communication, cooperation, and empowerment, as well as the opportunity to apply creative efforts, are all available to followers in organic settings [39]. Mechanistic environments, on the other hand, are characterized by a lack of transparency in decision-making, a focus on strict adherence to rules and a narrow focus on completing specific tasks [39]. In addition, the absence of connectedness in social norms makes it challenging to adopt values inside firms whose settings are mechanical [30, 39]. Chiang and Hsieh [40] looked at the nexus between employee perceptions of organizational support, employee agency, corporate citizenship, and productivity on the work.

There was a consistent emphasis on the need for intrinsic motivation in eliciting the kind of formal, predictable actions required to carry out mundane duties. Influential leaders decrease employee turnover, boost employee volunteering, and encourage proactive behavior in the workplace [40, 41]. In turn, Chiang and Hsieh [40] identified psychological empowerment and positive organizational support as precursors to civic behavior in the workplace. In addition, morally based executive leadership provides the foundation for fostering a sense of community. The spirituality construct is mysterious, and as a result, individuals are afraid of spirituality-focused and values-based leadership concepts [42].

Arjoon [23] stated the activities of pathological leaders generate unhealthy organizations. An organization's culture may be shaped by its leader in two ways: toward a focus on individual gain or toward the common good [39]. Because of this, an individual's definition of, and integration into, the corporate social culture of an organization is strongly influenced by their views of and reactions to the explicit and implicit norms of that culture. According to Jin and Drozdenko [39], one's commitment to and interactions with people inside an organization are formed by one's views and social interactions.

Workers benefit from a spiritual and community environment because they feel more invested in the company's mission and more prepared to help it deal with whatever challenges it faces. The turnaround of Southwest Airlines, which Northouse [43] used to make his point, may be traced back to a salary cut for employees rather than layoffs, as the company's president reportedly said at the time. It was also noted that the boss went to great lengths to honor his commitment that employees would be rewarded for sticking around until Southwest got back on its feet [43]. For those reasons, workers may examine and model relationship linkages and proper methods of communicating with one another. Instead of letting avarice and self-preservation become the implicit theme of an organization's culture, a focus on relationships rather than transactions becomes clear. Since the transcendental leader facilitates broadening one's perspective of one's place in an organization beyond personal needs from the needs of the group, and this process is completed through a conduit spirituality [12], the CSR construct is influenced by the transcendental self-identity, which ultimately grants permission for others in the organization to assist and support one another.

2.5. Organizational performance

Leadership and responsiveness in the service business were the focus of Asree et al. [44] research. Service businesses are distinct from product manufacturers since they are seen as the originators of a customer's experience rather than its result. Providing a service or product that a consumer enjoys enough to suggest to others is essential for generating further sales or repeat business. Thoha et al. [45] proposed that a conducive work environment and leaders who pay attention to their employees' needs contribute to higher productivity. Simply put, a snowball effect develops. Adnan et al. [10] found that when employees' emotional needs are met, they are more likely to go out of their way to help customers. To boost employee behavior and customer service, businesses across sectors would do well to analyze internal team dynamics and the value of a positive company culture and effective leadership.

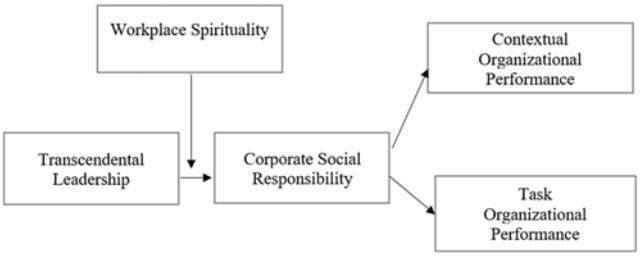
Businesses in both the public and private sectors, according to Ruppel and Harrington [46] and Oh and Wang [47], need to innovate in order to keep up with changing policies and best practices. Ruppel and Harrington [46] felt ethics and justice increase results connected to creativity and dedication. Policy and procedure should reinforce the principles of commitment and trust-building that Ruppel and Harrington [46] claim to boost performance. Improved performance is supported by open lines of communication as well as by associated characteristics like trustworthiness. Total quality management (TQM) is one method businesses use to improve operations and compete more effectively [48, 49]. The complex and soft components of quality management are examples of TQM dimensions that recognize the multi-tiered nature of the performance construct [49]. Organizational effectiveness is affected by the enthusiasm and output of its followers, as pointed out

by Sapta et al. [18]. Corporate accountability, shared vision, excellent customer service, collaborative efforts, and supportive relationships with vendors all contribute to better business results, say Rahman and Bullock [49].

Leaders are watched by their teams as they express and encourage the company's development and productivity. Learning occurs in the workplace via social dynamics, where employees observe and mimic the actions of superiors [50, 51]. Having workers at the ground level who have expert-level knowledge of their customers, systems, and processes can make the necessary adjustments to services and promote organizational success. This is why leaders would benefit from a more comprehensive approach that goes beyond a default rational decision-making process by competence, responsiveness, and corporate culture [44], workers are empowered by this shared degree of authority, where social learning and reciprocal employee actions are likely to promote comparable behaviors [51, 52]. As a result, managers must now consider their subordinates' output in the context of an organization-wide shift toward a performance-oriented ethos [53, 54]. These components encourage long-term development and achievement beyond the aspect of attaining benchmarks weekly or yearly.

The theoretical framework is given in Figure 1.

Figure 1
Theoretical framework



All the hypotheses are as follows:

- H1: There is a positive relationship between transcendental leadership and contextual organizational performance.
- H2: There is a positive relationship between transcendental leadership and task organizational performance.
- H3: There is a positive relationship between CSR and contextual organizational performance.
- H4: There is a positive relationship between CSR and task organizational performance.
- H5: CSR mediates the relationship between transcendental leadership and organizational performance dimensions.
- H6. Workplace spirituality strengthens the relationship between transcendental leadership and CSR.

3. Methodology

The following section provides an empirical examination of the phenomena of leaders influencing their followers' connections and duties to the firm, its customers, and the community at large by appealing to the followers' spirituality. It is important to remember that these connections lead to better performance in the long run. Five constructs—TL, WS, CSR, organizational performance task (OPT), and organizational performance contextual (OPC)—are examined in this study through two hierarchical multiple regression analyses. This section describes the study's hypotheses, research design, measures, measures, sample population, and data collecting and analysis methods.

3.1. Research design

Participants in the study are polled via an online survey using a nonexperimental design and a quantitative survey methodology [55]. Questions on the survey range from "strongly disagree" to "strongly agree" on a 7-point Likert scale. The purpose of a survey research design is to "provide a quantitative or numeric description of trends, attitudes, or opinions of a population by studying a sample of that population," as stated by Creswell [56]. The researcher "may generalize or make claims about the population based on the sample results". The purpose of the replies is to record the individual's thoughts on the topic at hand.

3.2. Population sampling

The data were collected from the manufacturing industries of Pakistan. The target sample size for this research is between 350 respondents who are willing to fill out a web-based questionnaire. According to Hair et al. [57], the number of observations for each variable is a significant consideration since there is a minimum number of comments that must be met to guarantee the validity of the assumptions. In studies with independent, moderator, moderator-interaction, and mediation variables, the sample size should be between 200 and 250 [57].

3.3. Data collection

A cross-validation survey was used for the one-time data collection [12]. Users of a survey database or social media platforms like Facebook and LinkedIn were contacted at the same time to participate. By hosting the survey online, it becomes available to individuals from all walks of life and all corners of the globe who satisfy the sample frame's requirements; from their responses, insights into the subtleties of people's perceptions may be gleaned. Therefore, the sample increases the likelihood of demographic diversity and gives exploratory data about respondents. One drawback of using a nonprobability sampling strategy is that it limits the applicability of the study's findings [12].

In an opening letter, we informed respondents that their responses to this survey would be kept strictly confidential and that they would not be asked for any personal information. The requirements for participation in the survey were made clear to respondents. Responding to the poll, "implied consent" and "the notion that the respondent is at least 18 years of age and has been employed in some capacity."

3.4. Measures

Creswell [56] explained how crucial it is for an empirical study design to address critical factors in the instruments. Creswell [56] emphasized the importance of ensuring that empirical study designs adequately address critical factors related to the instruments used. These considerations include assessing the statistical validity of the instruments, determining their novelty, identifying their names, and understanding their origins [56]. Current research measures take into account the survey's origin and give data on reliability and validity

aspects; they are what ultimately decide the survey's statistical strength [56, 57]. Exploratory reliability values for the 17-item TL scale fall between 73 and 0.91 [12]. Experimental research instruments have varying reliability standards, as outlined by Hair et al. [57], and the TL scale falls within acceptable ranges.

One section of the WS scale, "meaningful work," sheds light on employees' perspectives on a spiritual workplace [32, 58]. For the meaning in the workplace, the moderating variable has a reliability of 0.88 [32] and 0.86 [58]. According to research on the dependability of scales [57], this value is within the allowable range. The mediation role of CSR with the other factors was investigated using an 18-item instrument [59]. Cronbach's alpha for the CSR instrument is 90, as reported by Turker [59], indicating high levels of dependability.

The task aspect is the most well-known and often evaluated facet of organizational performance. This 11-item instrument has a reliability coefficient of 0.96, as reported by Tsui et al. [60]. According to Hair et al. [57], this scale is reliable and valid. The contextual variable is the least measured factor in organizational success. The OPC construct's social and occupational consequences are investigated by means of two instruments (i.e., one with seven items and one with eight things). The dependability alphas for the OPC scales are 0.93 and 0.95.

3.5. Analysis

The survey responses were analyzed using the Statistical Package for Social Sciences (SPSS) 21.0 through a series of hierarchical regression analyses to test for the variances associated between the relationship of the independent, moderating, moderating effect, mediating, and dependent variables [61], where variables such as tenure, education, and the age of the participants were controlled for in this process. The variable addressing the interaction between TL and WS was transformed and renamed to account for the moderating interaction effect. Two multiple regression analyses evaluate the "predictive ability of the model," and the connection between the variables once the composite variable has been constructed. It is possible to establish a correlation between the predictor and outcome variables in a multiple-regression study. Because variables are included in the model in accordance with theoretical suggestions, a hierarchical regression analysis was used. Two hierarchical regression analyses were performed in SPSS (21.0) to investigate the connections between the variables further. The amount of variation of the criterion variable that might be assigned to the predictor variables was examined by looking at the $R2$ in model summaries. We also look at the analysis of variance (ANOVA) to see whether there are any significant correlations between the variables. The sample population was described using descriptive statistics. Differences in opinion about the sample and the predictive variables were teased out by looking at the data's demographics and frequency distribution. An exploratory factor analysis was conducted by Hair et al. [57] since five different scales were utilized to assess the interplay between the variables. Exploratory component analysis, as claimed by Hair et al. [57], allows researchers to explain any possible relationship between variables.

4. Results

Participants in this research were asked to fill out a survey online. This section details the demographics of the sample and the participants' accounts of the relationships among the variables and the outcomes hypothesized in the introduction. Both descriptive statistics and statistical analysis are included here to provide light on the interplay between the variables. We received 297 questionnaires, whereas only 266 responses were used for final analyses and others are removed due to high missing values. The sample included 33% females and 77% males. The most significant three age categories comprised 36–45 years (34.2%) and 46–55 years (18.0%).

4.1. Hierarchical regression analyses

A multiple regression analysis permits a causal interpretation of correlations between predictor and criterion variables. Using TL as the independent variable, WS as the moderating variable, CSR as the mediating variable, and organizational performance (task and context) as the dependent variables, the following sections detail the findings from the hierarchical multiple regression analysis. The statistical method used to assess the connection between the variables TL, WS, CSR, OPT, and OPC was a hierarchical regression analysis.

In order to establish how much variation was explained by the models, we looked at the models' summaries and calculated the $R2$ values. With an $R2$ of 15% (TL), Model 2 explained some of the mystery between the explanatory and response variables. Both the beta coefficient (0.387) and the ANOVA chart ($F(5, 105) = 3.579$, $p = 0.005$) indicated statistical significance. Model 3 shows that the *WS* variable accounts for 19% of the variation in OPT, as measured by the $R2$ value. $F(6,104) = 4.166$, $p = 0.001$ in the ANOVA explains the interaction. At a −0.290-significance level, *WS* is the most crucial variable in this model's representation of the relationship. The fourth model produces distinct outcomes. The moderating effect was included in the model by multiplying the moderator (*WS*) by the mediator (CSR), which yielded an $R2$ of 21% and an ANOVA of $F(7,103) = 3.823$, $p = 0.05$. It is also essential in this kind of study to evaluate the coefficients to learn which independent variables best explain the dependent one. The findings showed that the moderating effect accounted for a −0.120 correlation with OPT, which is not the most significant contributor to the dependent variable but was not statistically significant ($p = 0.206$). In this model, WS had the most significant effect on OPT (−0.248, $p = 0.042$). Model 5's interaction between CSR and OPT produced an $R2$ of 22%, as shown by the ANOVA chart ($F(8,102) = 3.672$, $p = 0.001$). As can be seen in Table 1, the most significant contribution to the criteria variable was the coefficients

Table 1
Regression results

Predictor	B	*SE*	*B*	*P*	R^2
Model 1					
Constant	4.001	0.213		0.000**	0.012
Model 2					
Constant	2.755	0.366		0.000**	0.146
TL	0.300	0.74	0.387	0.000**	
Model 3					
Constant	3.381	0.436		0.000**	0.194
WS	−0.230	0.092	−0.290	0.14*	
Model 4					
Constant	3.366	0.435		0.000**	0.206
TL	0.158	0.094	0.203	0.095	
WS	−0.197	0.096	−0.248	0.042	
Moderating effect	−0.099	0.078	−0.120	0.206	

explaining CSR, which contributed to −0.194 but was not statistically significant.

Another hierarchical regression analysis was conducted on OPC to evaluate the outcomes connected to the predictor variable, the second criterion variable. Model 2's $R2$ of 23% (TL) explained some of the variations for which the ANOVA chart showed a statistically significant result ($F(5,105) = 6.202$, $p = 0.05$). According to the coefficient table, TL had the most significant impact on OPC (0.410). Model 3 then shows the same behavior for *WS* and OPC interactions. Coefficient (−0.436) indicates *WS* is the most critical contributor to the criterion variable (ANOVA: $F(6,104) = 8.813$, $p = 0.000$), while $R2$ (34%) indicates there is an interaction. With an ANOVA of $F(7, 103) = 8.089$, $p = 0.05$, Model 4 explains the moderating influence between WS and OPC by multiplying the factors by the dependent variable (OPC), which accounted for 36% of the variation. The moderator effect coefficient (0.143) was not a significant factor in the overall plausible explanation. In contrast, *WS* was the most critical factor (−0.486, $p = 0.05$). The correlation between the CSR and OPC in Model 5 had an $R2$ of 36% and an ANOVA of $F(8, 102) = 7.117$, $p = 0.000$. The coefficient shows that CSR contributed the most (−0.194) but was not a significant factor in determining the criteria variable. Tolerance and variance inflation factor (VIF) for TL, WS, CSR, moderating impact, OPT, and OPC are examples of multicollinearity statistics that may shed light on the potential influence of outlying variables on the findings. As can be seen in Table 2, all of the mentioned variables had tolerance levels of more than 10, and the VIF statistics were less than 10.

Table 2
Multiple regression analysis for variables predicting OPC

Predictor	B	*SE*	*B*	*P*	R^2
Model 1					
Constant	4.247	0.267		0.000**	0.078
Age	−0.135	0.051	−0.265	0.010	
Model 2					
Constant	2.535	0.451		0.000**	0.228
Age	−0.109	0.038	−0.213	0.024	
TL	0.143	0.091	0.410	0.000**	
Model 3					
Constant	3.755	0.513		0.000**	0.337
WS	−0.450	0.109	−0.436	0.000**	
Model 4					
Constant	3.777	0.509		0.000**	0.355
Age	−0.109	0.044	−0.208	0.018	
TL	0.112	0.109	0.111	0.309	
WS	−0.501	0.112	−0.486	0.000**	
Moderating effect	0.153	0.091	0.143	0.096	

Note: $*p < 0.05$, $**p < 0.01$.

5. Discussion

Theoretical and practical value may be derived from understanding the interplay between TL, WS, CSR, OPT, and OPC. This is one of the study's concluding conclusions. Employees are more likely to buy into the company's values and help bring them to fruition when management recognizes the importance of tapping into employees' intrinsic motivation [17, 32, 34, 62–64]. The multiple regression analysis conducted in this study partly supports the hypothesis that TL is positively associated with both task and contextual performance outcomes and WS and moderates the association between transcendental leaders and CSR. These results shed light on the idea that spiritual leaders and spirituality in the workplace are seen favorably and have the potential to influence organizational performance [65].

When compared to the futile attempt to employ factors like corporate ethics as a replacement for morality, the broader implications of spiritual leadership in businesses stand out as a striking difference. Spirituality and business ethics should not be deemed synonymous if offering business ethics in a curriculum or as surface-level training periodically does not serve as an adequate equal to leaders who practice spirituality from an inherent link [66, 67]. Therefore, businesses that rely on these courses as their primary means of leadership development are making a colossal error and are more vulnerable to being swiftly overrun by self-gratifying business practices that do not enhance performance. Leaders who cultivate a spiritual culture inside their organizations provide the groundwork for a moral culture via a commitment to corporate ethics that is grounded in a deep and abiding faith in God. Therefore, regardless of visible disparities like age, ethnicity, country, or gender, all employees may overcome the strongholds of group identification and authentically connect to purpose, which eventually solicits the behaviors required to enhance both interpersonal and organizational results.

Although respondents came from a wide variety of backgrounds, it was clear that they share a common opinion that having spirituality and spiritual leaders at work may have positive effects on the company's bottom line, culture, and relationships. This idea encapsulates the characteristics of a transcendental leader and their capacity to inspire followers to work for goals that are beyond the safe boundaries of established institutions and societal norms. It's interesting to consider how productivity in emerging nations' industrial sectors may be increased by transcendental leaders. For-profit businesses, as a group, have come to realize that they need to find new ways to connect with and motivate their employees, who vary significantly in terms of background, beliefs, and age. Furthermore, executives need to develop and implement universal methods of engaging employees and build a culture that encourages an inclusive appeal where relatability transcends the bottom line of profit and loss statements. In a setting where employee solidarity is fostered in pursuit of a higher calling, mission, and purpose that promotes the well-being of all persons who occupy each other's shared space, earth, leaders must also be able to discern the moral and ethical path of their activities.

Ethical Statement

This study does not contain any studies with human or animal subjects performed by the author.

Conflicts of Interest

The author declares that he has no conflicts of interest to this work.

Data Availability Statement

The data that support this work are available upon reasonable request to the corresponding author.

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