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KEYWORDS	ABSTRACT
Spiritual Leadership, Inclusion Practices, Workplace Spirituality, Manufacturing Sector	<p>The major objective of current research is to investigate the role of spiritual leadership and inclusion practices on workplace spirituality. The sample size of study consisted of manufacturing companies operating in selected cities of Pakistan. Sample selected for this study was 300 which was selected based on previous literature. 300 questionnaires were distributed among managers at a diverse levels of manufacturing companies. Research used probability-based, simple random selection plan to choose participants for questionnaire completion. The results suggested that spiritual leadership had a significant effect upon workplace spirituality. Results suggested that inclusion practices have significant effect on workplace spirituality. Study is vital for managers and companies' policy makers to make policies by using study findings to boost productivity of employees. This research is restricted to examining how performance of MNC's industry is affected by influence of just a few aspects of leadership. Comparison of influence of leadership in MNC's and small and medium-sized enterprises would provide a new perspective to the study of literature and leadership.</p> <p> 2023 Journal of Social Research Development</p>
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DOI	<a href="https://doi.org/10.53664/JSRD/04-01-2023-10-116-123">https://doi.org/10.53664/JSRD/04-01-2023-10-116-123</a>

## INTRODUCTION

A leadership strategy that emphasizes workers' spiritual health while they are on job has favorable implications for both the employees and the organizations they work for, according to an overview of the research on spiritual leadership and its possible effects upon organizations (Mohammed & Elashram, 2022). According to Atchison (2012), spiritual leadership facilitates the "emergence of unit trust, intrinsic motivation, and organizational commitment," all of which are necessary in order to favorably effect unit performance. His finding support the findings of present study. Jufrizen, Sari,

Nasution, Akrim and Fahmi 2019), verified prior study and found that spiritual leadership in the workplace not only produces the favorable individual effects such greater pleasure, tranquilly, job satisfaction, and dedication. According to Luu (2022) on company-owned wholesale distributors, organizational commitment and productivity were also assessed, along with membership, calling or meaning, and elements of spiritual leaderships (vision, faith, hope, & altruistic love). In this linking, the findings suggest that meaning/calling and membership might account for 13% of the rise in distributor sales, 94% of employee loyalty towards company, as well as in diverse situations 73% of distributor productivity.

Membership may also be responsible for 94% of the increase in worker productivity. These findings suggest that businesses that retained their spiritual leadership roles would see higher sales growth. Businesses have significant advantage over rivals as a result. It's possible that this is the reason why so many companies have realized the benefits of the integrating spiritual leadership into their daily operations (Hasibuan & Wayhuni, 2022). These companies address their workers' spiritual needs in variety of different ways, such as including activities like yoga, feng shui, and taichi into their stress management programs and, in many instances, asking spiritual practitioners to provide counselling to their workforce (Mohammed & Elashram, 2022). In this connection, spiritual leadership has the potential to become an innovative, courageous, and beneficial way to manage the individuals in 21st century (Vandenbergh, 2011). There is little room for debate about the idea that performance of a company, organization, or educational institution is significantly influenced by the caliber of its top leadership. Therefore, when it comes to developing culture that prioritizes the followers' mental and emotional health upon spiritual level, the position and standing of the spiritual leader is of the utmost significance.

Hasibuan and Wayhuni (2022) came to conclusion that spiritual practices and values are strongly related to the success of leadership in terms of the inspiring trust, fostering a pleasant environment, motivating employees, achieving organization's objectives, and motivating employees. Yaghoubi et al. (2010), confirmed these findings, stating that spiritual leaders may produce devoted and driven workers by fostering the spiritual insights and cultural circumstances that are consistent with basic human values (Gotsis & Grimani, 2017). Thus, according to Dent et al. (2005) spiritual leaders foster loyalty and motivation among their followers. The effectiveness of leadership is directly correlated with spiritual practices and values (Mohammed & Elashram, 2022; Jufrizen, Sari, Nasution, Akrim & Fahmi, 2019). In this connection, foremost and major objective of current research is to explore the role of spiritual leadership and inclusion practices on workplace spirituality. According to the previous research, the limited studies has been conducted in the context of Pakistan specifically the manufacturing sector important of Pakistan. This study is significant for managers and companies' policy makers to make/revisit their policies by using existing study findings/results to boost the productivity of employees.

### LITERATURE REVIEW

It would be challenging, if not impossible, to examine the concept of spiritual leadership without taking into consideration Fry's contributions. The 2003 publication of Fry's model of the spiritual leadership has gained widespread acclaim and adoption among academics all around the world.

One of the fundamental elements of spiritual leadership is developing a vision in which leaders and followers have a feeling of calling so that their lives have purpose and are filled with hope and trust (Fry, 2003). Establishing a social or organizational culture that is founded upon selfless love and in which leaders and followers have a feeling of belonging is another crucial element of the spiritual leadership (Gotsis & Grimani, 2017). Love that is selfless entails characteristics such as trust and loyalty, the abilities to forgive and tolerate wrongdoing, appreciation, integrity, honesty, humility, bravery, kindness, compassion, patience and meekness, and perseverance (Hasibuan & Wayhuni, 2022). By following this form of spiritual leadership, both leaders and followers get to understand and respect one another, as well as develop feelings of the care, concern, and gratitude not just for themselves but also for others (Jufrizen, Sari, Nasution, Akrim & Fahmi, 2019). Thus, an increase in organizational commitment and productivity is the result of leaders employing a spiritual approach that includes a vision coupled with hope and faith with a focus on meaning or calling and showing altruistic love that fosters membership. This type of approach also includes a focus upon meaning or calling (Fry, 2003).

A leadership strategy that emphasizes workers' spiritual health while they are on job has favorable implications for both the employees and the organizations they work for, according to an overview of the research on spiritual leadership and its possible effects upon organizations (Mohammed & Elashram, 2022). According to Atchison (2012), spiritual leadership facilitates the "emergence of unit trust, intrinsic motivation, and organizational commitment," all of which are necessary in order to favorably effect unit performance. His findings support the findings of this study. Jufrizen et al. (2019), confirmed previous study by finding that spiritual leadership boosts the productivity, lowers absenteeism, and boosts employee retention in addition to having favorable impact on individuals' happiness, peace of mind, job satisfaction and dedication (Mohammed & Elashram, 2022). Thus, the spiritual leaders inspire their subordinates to think out of box by considering matters of the culture, world, and nature. In this connection, (Kaya, 2015) discovered the positive relation among spiritual leadership and employee's universal connectedness and togetherness with additional co-workers by performing organizational citizenship behaviors." Furthermore, the literature revealed that "core organizational values, procedure and systems with core values and goals of individual's spiritual are combined by the leadership, consequently preparing them to fit and better with the organization" (Benefiel, 2005).

In order to embrace and value diversity, spiritual leadership plays a crucial role. It has the capacity to strategically place inclusive values so as to help people reveal their true selves and experience integration at work. Inclusion is therefore seen as a dual organizational and societal good, anchored in social settings, and applicable to corporate vision, mission, and philosophy. Spiritual leadership aids in situating inclusive aims in their society context. Gotsis and Grimani (2017) emphasis on the uniqueness of spiritual leadership to improve followers' well-being via a sense of association in and belongingness to consistent communal which are very kind of the individual profiles, individualized descriptions and social characteristics." With this practice of calling, as per work has the meaning, revised by expressing each worker can make difference via explicit participation to achieve shared goals (Mohammed & Elashram, 2022). Diversity practitioners today view inclusion as the critical strategy for maximizing the benefits of diversity and as being at the forefront of modern diversity

practice. Inclusion has developed as fundamental idea in connection to the diversity. According to [Ferdman \(2014\)](#), “interrelating repetition set of constructions, values, standards and organizational environments, these all are connected with enclosure involvements in an equally emphasizing and dynamic system”.

Inclusion appears as a consequence of certain practices with a focus at inspiring procedures of the pro-social opinion for clusters restrained in peace climates that control organizational life” ([Bell et al., 2011](#)). Spiritual leaders now encourage the variety of behaviors, such as showing respect, raising individual voices, supporting open communication, and humanizing collaborative problem-solving. The managerial traits mentioned by [Lirio et al. \(2008\)](#) that provide the culture of inclusion can be strengthened by taking a spiritual leadership course. spiritual leadership in the workplace boosts productivity, lowers absenteeism, and boosts employee retention in addition to having a favorable impact on individuals’ happiness, peace of mind, job satisfaction, and dedication. The effectiveness of leadership is directly correlated with the spiritual practices and values ([Jufrizen, Sari, Nasution, Akrim & Fahmi, 2019; Mohammed & Elashram, 2022](#)). In this connection, spiritual leadership has the potential to become an innovative, courageous, and beneficial way to manage the individuals. These managerial traits include classifying and understanding with employees, appreciating work-life stability, variety and comprehensiveness, showing directness to the investigation and workplace norms and operations ([Mohammed & Elashram, 2022](#)). Thus, the studies highlight the importance of spiritual principles as a component of spiritual leadership in the creation of an organization that promotes inclusivity.

### RESEARCH METHODOLOGY

Researcher used positivism paradigm design for this study because it is thought to be appropriate for addressing the aforementioned research objectives. The study population includes employees of multinational corporations operating in Pakistan. However, the intended audience was narrower, consisting of all levels of department managers from these organizations. The sample size of study consisted of manufacturing companies operating in selected cities of Pakistan. The sample selected for this study was 300 which was selected based upon previous literature. All 300 questionnaires were distributed among managers at different levels of the manufacturing companies. This research used a probability-based, simple random selection strategy to choose participants for questionnaire completion. Data collecting was conducted with Pakistani manufacturing listed corporations. The importance of diversity in large corporations cannot be overstated. The study will focus on the leadership function, which is fundamental to large manufacturing corporations. Due to limits, it is not feasible to cover all of the workers in current industry’s vast population. In this investigation, we utilized a survey method for basic random selection. Consequently, researchers used SPSS software for data analysis.

### RESULTS OF STUDY

The results of study as outcome of statistical procedures have been produced in this part of the study with the aim to examine the potential hypothesized relationships as extracted from the theoretical framework to chase the research hypotheses. The reliability, correlation, and regression results are thus hereby produced.

Table 1 Overall Reliability Analysis

Variable Name	Mean	Cronbach's Alpha
Spiritual Leadership	4.91	.789
Workplace Spirituality	3.99	.768
Inclusion Practices	4.12	.768

Table 1 details data's overall reliability and revealed that Cronbach's Alpha values for all variables exceed 0.70. All the Cronbach's Alpha scores are between .736 and .779, suggesting that the data is suitable for further examination.

Table 2 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.829
Bartlett's Test of Sphericity	Approx. Chi-Square	213.913
	df	2
	Sig.	.004

Table 2 indicated that the KMO value is .829 which is more than 0.5. Since KMO indicates sample appropriateness (Kaiser & Rice, 1974). The results of Bartlett's test of sphericity significance are less than 0.5 by 0.000.

Table 3 Correlations Analysis

		SL	WS	IP
SL	Pearson Correlation	1		
WS	Pearson Correlation	.301**	1	
IP	Pearson Correlation	.315**	.572**	1

\*\* Correlation is significant at the 0.01 level (2-tailed).

Table 3 shows the significant positive connection between the SL and WS (.301\*\*). Specifically, the findings indicated that SL and IP have positive and significant correlation amid variables (.315\*\*). Further, study revealed that WS has significant and positive correlation between IP, COI (.572\*\*) of the organizations.

Table 4 Regression (Model summary)

R	R-square	MSE	F	df1	df2	p
.7131	.6391	.3819	214.323	2.0000	214.0000	.0000

According to the information presented above, the value of R square is 0.6391, which indicates that SL accounts for the 71.33% of the outcome variable. As the result of these observations, it can be concluded that the value of R square and the adjusted value of the R square are identical and meet expectations. The results suggested that SL had a significant effect on the workplace spirituality (= .2131 and P = 0.000). SL has a significant impact upon WS, according to this. Further, the results suggested that IP had a significant effect upon the workplace spirituality (= .3151 and P = 0.000). IP has a significant impact on WS.

Table 5 Regression (Coefficient)

	Coeff	se	t	p	LLCI	ULCI
Constant	4.2184	.2189	12.3148	.0000	3.8242	2.8192
SL	.2131	.2913	5.1421	.0121	.9130	.2505
IP	.3151	.0351	5.1395	.0000	.4121	.4205

Outcome: Workplace Spirituality

## DISCUSSION & CONCLUSION

This study's first hypothesis was to look at relationship between workplace spirituality and spiritual leadership. According to the results of the recent study, spiritual leadership has a significant and positive impact on workplace spirituality. The findings from this latest study support those of the other studies and are in agreement with them. The spiritual leadership plays a key role in accepting and valuing diversity since it represents potential for deliberately implementing inclusive ideals that will allow employees to be themselves in workplace and feel a sense of integration. As a result, spirituality is seen as both an organizational and societal benefit, rooted in the social contexts, and pertinent to company vision, purpose, and philosophy. Spiritual leadership helps to situate inclusive aims within their society context. According to [Gotsis and Grimani \(2017\)](#) spiritual leadership has a special ability to enhance followers' well-being by fostering sense of linking with and belonging to a stable community that is highly sensitive of personal histories, individualized descriptions, and social traits. The second hypothesis looked into how workplace inclusion and spirituality function. According to study's findings, workplace inclusion significantly and positively affects workplace spirituality. The latest study confirms the findings of earlier research, which are in agreement with its conclusions.

Spiritual leaders typically report sentiments of more care for their own personal spirituality, a sense of necessity for the role, connection to community and spiritual progress via calling & membership with others, according to [Duchon and Plowman \(2005\)](#) found evidence of a strong correlation amid spiritual leadership and workplace spirituality despite paucity of the study. [Milliman et al. \(2003\)](#) find evidence of tight association amid a spiritual leadership and workplace spirituality. "spiritual leader helps an individual become the whole person and explore emotional work by connecting to others, society, self, and the great, therefore providing them greater purpose and significance in the first place" ([Hudson, 2014](#)). In order to help practitioners working in manufacturing companies, the research outlines theoretically compelling routes that leadership may follow to add value to these firms in diverse situations for diverse outcomes. If practitioners don't have a firm understanding of what leadership entails in the industrial firms, they risk underestimating the benefits of the spiritual leadership. Consequently, study provides practitioners and policymakers with a useful framework for analyzing the critical roles that the spirituality (including workplace spirituality and spiritual leadership) plays in inclusive practices, an inclusive environment, followers' results, and customers' positive outcomes.

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