

The Nexus between Spiritual Leadership, Work - Life Balance & Job Satisfaction in Educational Institution

Kavita Singh¹, Alisha²

¹ Associate Professor, Faculty of Management Studies, SRM University, Delhi-NCR, Sonapat Haryana, India. E-mail Id: kavita.srmuniversity.ac.in@gmail.com

² PhD Research Scholar Faculty of Management Studies, SRM University, Delhi-NCR, Sonapat Haryana. E-mail Id - alisha26dutta@gmail.com

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Abstract

This study explores how spiritual leadership affects educators' capacity to achieve overall job satisfaction and maintain work-life balance. Researchers used a mixed-methods data collection strategy with a quantitative approach. Important study areas were identified during an early exploratory stage, especially those that had not been thoroughly examined in earlier studies. Following that, surveys were given to a representative sample of 500 educators, in addition to a review of the literature. PLS-SEM analysis done with rigor made sure that important trends in the data were found. The goal of this research is to provide educational institutions with useful knowledge. These organizations can develop more contented and productive teachers by encouraging spiritual leadership and a positive work-life balance.

Keywords: Employee Well-being, Exploratory Research, PLS-SEM Analysis, Organizational Behavior.

Introduction

In contemporary times, organisations must operate with agility, precision, and efficiency. Human resources, as such, constitutes a critical determinant for any institution or organisation. Competition among educational institutions, in this instance universities, necessitates that each institution delivers high-quality services and contributes positively to the community. With the objective of instilling optimism through the provision of affordable, accessible, and high-quality educational services, the college is obligated to operate at its highest capacity. However, in addition to the technical aspects of the schooling & education procedure, the lecturer is a crucial factor that also influences college performance. To enhance the calibre of the collegiate learning experience, a greater emphasis was placed on the professionalism of instructors. As a constituent of the institution, the lecturer acting a significant protagonist in determining the inclusive quality of higher education. To accomplish this, it is imperative that the lecturer consistently monitors the advancement of knowledge, encompassing pedagogical and field-specific developments. The lecturer noted that certain private college academics, particularly those in the Indonesian province of East Nusa Tenggara, lack professionalism in accordance with this criterion. Numerous college graduates serve as professors; consequently, a significant number of these individuals fail to satisfy the professional standards that affect the college's performance. The quality of education is predicated on the lecturer's pivotal function; thus, the human element exerts an impact on the organisation. A tactic to enhance the quantity & quality of human resources is therefore required to rally together the concert of the organisation & the performance of its members. The capacity of an individual to perform well may be influenced by their attitude, given the close relationship between work and individual performance. An organisation focused on performance will place significant importance on the contribution of employees' work attitude. An increasing number of employees are pursuing spiritual growth in the workplace to boost their allegiance and tenacity. In the realms of management, work ethic, morale, employment satisfaction, and work performance, spirituality influences work behaviour. An individual who embraces spirituality may come to understand the connotation of societal relationships & roles within the organisation, thereby influencing their perception of job satisfaction. The perseverance of this reading is to scrutinise the connexion amid job satisfaction, WLB, & spiritual leadership in academic institutions.

1.1 Spiritual leadership

In response to the increasing unpredictability and novel obstacles that organisations encounter in dynamic environments, a significant proportion of enterprise managers prioritise the development of a lucid organisational vision, the establishment of positive organisational cultures, and the inspiration of employees' intrinsic motivation in mandate to bolster the organization's competitive advantage. Spiritual leadership exemplifies such patterns of management by integrating humane love, hope/faith, & vision to inspire & motivate individuals while fostering a sagacity of divine continued existence. This leadership style illuminates a path that may inherently motivate employees to go above and beyond their designated responsibilities in service of the collective welfare. Although considerable emphasis has been placed on the substantial stimulus of unworldly headship in promoting organisational growth and change, our understanding of its effects at the individual level remains extremely limited. Scrutinise the impact of mystical headship on employee recital while also regulating other leadership styles that are interconnected, including moral, benevolent, & virtuous headship.

The spiritual leadership theory emerged from the paradigm of inborn enthusiasm. Inherent inspiration can be described as an inherent inclination to seek uniqueness & experiences, to cultivate & evaluate one's abilities, & to gain knowledge. This serves as a prime example of the human inclination towards innovation and continuous learning. An abundance of research has provided empirical support for the connotation among inherent stimulus & improved learning, creativity, & performance. Numerous research studies have provided evidence that intrinsically motivated individuals demonstrate greater levels of interest & confidence in comparison to their externally controlled counterparts. As a consequence, there is an enhancement in performance and an upsurge in creativity. Further research suggests that intrinsically motivated individuals are inclined to participate in self-determined activities, including the exchange of knowledge and the undertaking of innovative projects. Intrinsically motivated individuals are primarily engaged in activities with the intention of attaining satisfaction from the given task.

Furthermore, the spiritual leadership theory is to establish an innately stirred book-learning organisation. Spiritual leadership, as posited by the inherent stimulus theory, is considered a feasible tactic to substitute heightened levels of team innovation, productivity, & organisational learning capacity. In addition, spiritual leaders place a high value on encouraging active engagement in the workplace as a means for people to uncover their life's meaning; this, consequently, promotes the progression & modernisation of their followers. Involvement of intrinsically motivated followers in the development of its employees & the transformation of a learning organisation results in their consistent high effectiveness in mission achievement, active engagement in knowledge sharing, & implementation of innovative ideas. Nevertheless, scholarly research rarely examines the correlation among spiritual leadership & knowledge sharing, innovation, & task performance at the singular level. The assessment of leadership efficacy is comprehensive, considering not only the leader's influence on cliques but also the realisation of the intended goal.

1.2 Work life balance

The notion of WLB has converted an all the time more prevalent concept in unrestricted sermon. It is a frequently used term in businesses, particularly large ones, & is frequently regarded as fundamental to their corporate welfare. Nevertheless, scholarly understanding of the WLB concept is not as comprehensive and reliable as its common usage would indicate. Scholars have contended that the advancement of WLB theory has lagged the widespread appeal of the concept. Recent critical evaluations have brought attention to various concerns. The focus of the present investigation is the insufficient consideration given to the heterogeneity of the existing labour force in the non-fiction concerning WLB. Former revisions have predominantly assumed that the WLB affects working parents, with childcare comprising most of the burden in the WLB's "life" component. This postulation became clear when it became apparent that most WLB-related research had only examined the family in the "life" component of the balance. The absorption of the lesson was specifically on work-family balance (WFB).

1.3 Job satisfaction

Job satisfaction is defined as the affective condition that personnel undergo about the duties & obligations they perform in the professional environment. Job satisfaction is an inherent component that cultivates employee motivation & serves as a catalyst for their pursuit of enhanced performance. Over the years, job satisfaction has been defined by a wide variety of individuals. Job satisfaction can be pronounced as the mishmash of psychological, physiological, & environmental dynamics that inspire employees to convey feelings of contentment or delight in their work roles. Moreover, the prominence of the roles that employees show in the workstation is emphasised, as they are susceptible to the impact of various elements within the organisation. One could posit that employee discontentment with assigned tasks might engender apprehensions concerning a multitude of organisational facets—including their entitlements, hazardous working environments, uncooperative colleagues, disrespectful superiors, and exclusion from decision-making procedures. Furthermore, it is underscored that in the current era, organisations cannot afford dissatisfied employees; failure to meet

the standards or expectations of one's supervisor will result in termination, necessitating organisations to allocate additional funds towards the recruitment of new personnel. Hence, it is beneficial for enterprises to establish a elastic workplace milieu where personnel perceive their contributions as esteemed & where they are considered indispensable components of the establishment. Employee optimism should be in elevation, as it will be mirrored in their concert, when morale is low, employees will be less motivated to strive for progress.

1. Literature Review

2.1 Spiritual Leadership

Syahid et.al (2024) proposed the effects of Organisational Culture (OC), compensation (C), spiritual leadership (SL), and their combined effects on teacher performance (TP). The significance level for data analysis was 0.5%. The outcomes were: The t-test results indicate a substantial impact of OC on TP, with a t-value of 22.458 > t-table 1.966 and Sig 0.000 < 0.05, supporting hypothesis H1. Hypothesis H2 was accepted due to the considerable influence of C on TP, as shown by t-value 2.420 > t-table 1.966 and Sig 0.016 < 0.05. Hypothesis H3 was accepted due to the significant impact of SL on TP, as shown by t-value 2.379 > t-table 1.966 and Sig 0.018 < 0.05. The estimated F-value was 578.741, which was greater than F-table 2.395, confirming hypothesis H4, that OC, C, and SL influenced TP. The coefficient of determination test showed that the independent factors accounted for 81.9% of TP with an R-Square of 0.819, above 0.67. In conclusion, OC, C, and SL significantly affected TP. This direct influence accounted for 81.9%, while 18.1% was influenced by variables not investigated in this research. These findings affected private madrasah ibtidaiyah TP.

Manel et al. (2023) investigated the effects of leadership, spiritual motivation, and organizational commitment on worker performance in a variety of industries, including non-profits and profit-oriented corporations. They discovered that strong dedication, spiritual motivation, and capable leadership all linked to higher levels of employee satisfaction after analyzing data from 165 participants. Furthermore, better employee performance is a result of this pleasure in addition to the original factors. It's interesting to note that the study found no connection at all between spiritual leadership and performance. Overall, the study shows that job satisfaction serves as a critical bridge between organizational commitment, spiritual motivation, and leadership, all of which can have an impact on employee performance.

Srivastava, S., et.al. (2022) conducted in accordance with the tenets of self-determination theory (SDT), this impartial reading ambitions to scan the sway of spiritual leadership (SL) on the well-being of employees (HAW) in the facility segment of India through the lens of prosocial behaviour (PSB) & affective commitment (AC). A scrutiny of data was showed on information obtained from 324 workforces employed in the service sector of northern India. AMOS & PROCESS (Hayes, 2013) were consumed in the reading to assess the proposed model. The results unequivocally confirmed the hypothesised connections flanked by HAW, SL, AC, & PSB, indicating that a progressive overtone among SL & HAW is mediated by AC & PSB.

Hunsaker, W. D. (2022) examined the sway of spiritual leadership on employees' novel work behaviour, while also seeing the prominence of employees' mystical welfare within this framework. The study, conducted among 264 workforces in China, utilised structural equation modelling with multiple regression to assess the postulated associations and a self-reported questionnaire. Spiritual leadership was found to have a affirmative sway on the IWB of employees. In addition, the study found that employee spiritual health contributed substantially to the explanation for the connexion stuck among spiritual leadership & employee invention. The hypothesis of the study was that through the development of spiritual leadership practices, employees' inclination en route for innovation could be encouraged, leading to the creation of a workplace atmosphere that is spiritual in character and aids organisations in overcoming the difficulties of a competitive market. Additionally, the autopsy lingering our understanding of the way in which the welfare of staff members can have a advantageous effect on the ingenuity & originality of individuals.

Cimen, B.,et. al. (2019) examined the connexions among the academic achievements of high school institutions, the perceptions of spiritual leadership held by teachers, organisational culture, & organisational silences. The exploration, structured around a causal framework, comprised the partaking of 2,791 educators employed in communal high schools situated in a jurisdiction of Crucial Anatolia. Proportional cluster sampling was consumed in the selection of the 457 educators from 24 high schools who comprised the sample. Primary data were gathered through the exploitation of the Spiritual Leadership Scale, School Culture Inventory, & Organisational Silence Scale. The mean scores of institutions constituted the secondary data. By commissioning analytical methods such as correlation analysis, multiple regression analysis, & structural equation modelling, the data were scrutinized. Furthermore, perception of organisational culture had a optimistic impact on the YGS average score of the school, but the converse was true for the LYS average score.

2.2 Work-life Balance

A study by Rathi et al. (2024) examined the relationship between work-life balance, job happiness, and performance among 100 bankers in Dhaka (50 males and 50 females) across public and commercial organizations in recognition that contented workers are top performers. A favorable link was found in their research, which involved four surveys and SPSS

25. A good work-life balance increased job satisfaction, which in turn predicted improved job performance. It's interesting to note that the most important element affecting performance was job happiness. For the general public, academics, bankers, and HR professionals in particular, this research offers insightful information about the significance of work-life balance and job happiness for the best possible performance in the banking industry.

Rawal, D. M. (2023) examined the hazy dissimilarities sandwiched among the home & workplace during the COVID-19 pandemic, job satisfaction, which is particularly significant for the retention rates of women, increased substantially. Maintaining a balanced and harmonious existence among professional and personal spheres has become a pivotal element in advancing comprehensive well-being, especially in response to the unparalleled challenges posed by the pandemic. Indian women have consistently encountered obstacles in the professional sphere, such as extended work schedules, insufficient acknowledgment, diminished drive, and heightened levels of stress. Nevertheless, the sudden shift to remote work during the pandemic brought about unforeseen challenges. Notwithstanding the increasing participation of women in emerging economies, particularly within the education sector, scholarly investigations concerning the issue of work-life balance during their shift from traditional homemaking duties to formal employment have been scarce. The rise in prevalence of remote online instruction has brought about an increased level of tension due to the need to balance professional obligations and personal life within the confines of one's residence. Hence, the principal aim was to acquire knowledge regarding the unique challenges faced by educators in Noida schools during the pandemic as they supervised the remote distribution of educational resources and devised approaches to remain composed amidst evolving circumstances.

Kavita, S. (2023) The purpose of the study is to examine the relationship between variables affecting the quality of work life and the characteristics of private university employees. The Quality of Work Life of Employees at a Private University in Haryana is the subject of the study. It determines how well college instructors' work-life balance is. Convenient sampling was used to select 40 teachers from a private university in Haryana for the sample. QWL features were used to develop the questionnaire. The results demonstrate that there was no meaningful correlation between performance evaluation and gender. On the other hand, there was a strong relationship between the respondents' use of their abilities and their educational background. Furthermore, a strong correlation was observed between the sense of favorable career prospects and prior work experience. A variety of workplace factors are included in quality of work life, and they all support efficient human resource development. Consequently, a higher quality of workplace life leads to an enhancement in human capital. People are pushed and encouraged by QWL to advance in their present and future roles. QWL is a method by which an organization addresses the needs of its workers by creating systems that allow workers to fully participate in choices that affect their working lives.

Kotini-Shah, P., et.al. (2022) examined the academic health sciences faculty encountered a disruption in the balance among patient care, education, and research because of the coronavirus disease 2019 (COVID-19) pandemic. To gain a profounder indulgent of the personal & professional qualities of faculty members as well as the policy implications, this study sought to ascertain the impacts of the pandemic on them. A survey consisting of 93 inquiries was conducted among faculty fellows at a reputable urban public university & medical centre. An extensive array of data was collected, encompassing demographic, familial, and academic attributes, levels of stress, work distribution and productivity, self-care practices, and stress levels, both prior to and after the onset of the pandemic. Latent class analysis (LCA) was employed in the study to discern distinct classes of faculty members who shared similar attributes. The latent classes were subsequently compared using the chi-square and analysis of variance tests. Females comprised 60% of the 497 respondents. The assessment revealed the existence of four latent categories of faculty members, which were distinguished by six significant indicator variables. The female gender was preponderant in Class 1, along with nontenured faculty members, assistant instructors, and individuals contending with substantial work and domestic obligations. The second cohort consisted predominantly of tenured associate professors, with a significant representation of women. These individuals conveyed elevated levels of stress in both their personal and professional spheres. A significant proportion of the tenured male professors comprising Class 3 reported experiencing moderate levels of stress in their professional lives but negligible stress in their personal lives. In summary, a small proportion of adjunct professors enrolled in Class 4 were nontenured and reported experiencing negligible levels of stress in both their personal and professional spheres. It is noteworthy to mention that faculty members in Class 2 recorded a significant increase in clinical and administrative obligations, a reduction in scholarly productivity, and a delay in engaging in self-care practices.

Adisa, T. A., et.al. (2022) investigated the academics' work & lifestyles were significantly altered by the COVID-19 pandemic, particularly in the spring of 2020, when the pervasive mandate to work from home was implemented. Cohabiting individuals utilised the household as a dual-purpose environment, wherein all members of the household were present not only during working hours but also outside of them. By utilising a qualitative approach that incorporated multiple methods, we examined the way academics adjusted to remote work during the unprecedented period of social

distancing and the initial closure in the United Kingdom. The fallouts of reading designated that the ostensibly adaptable configuration of remote work could inadvertently reduce flexibility because of compulsory adoption, leading to the forfeiture of crucial support systems such as childcare and face-to-face social interactions. Perceived flexibility among employees was eroded because of increased burdens, heightened employer surveillance, social isolation, & fuzzy limitations amid proficient & peculiar life. Prior to the pandemic, individuals who were resistant to adopting flexibility and preferred to continue a distinct frontier amid work & home found these obstacles especially onerous. To exert authority within this setting, personnel employed tactics such as setting "micro-borders" and implementing time management methodologies to attain "controlled integration." Potential instructions for forthcoming inspection are suggested and the implications of these findings for border theory are discussed.

2.3 Job Satisfaction

The importance of knowledge management (KM) as a competitive advantage for banks is emphasized by Almuayad et al. (2024) in the context of constantly changing banking technologies and intricate business environments. They explore how job satisfaction serves as a link between knowledge management techniques and worker productivity. The study, which had 355 participants, shows that knowledge management (KM) significantly improves employee work performance. The intriguing twist is that work satisfaction was found to be a crucial moderator, which means that it improves the relationship between knowledge management and performance. This means Yemeni banks ought to give special attention to knowledge-based efforts that foster employee satisfaction in addition to increasing knowledge. Policymakers and bank management can both benefit from the findings. Banks can promote comprehensive employee development and, eventually, organizational success by including job satisfaction into KM strategy. By demonstrating a robust, positive correlation between KM and performance, this study clarifies the complex relationship between the two. It also shows how good knowledge management (KM) techniques can raise employee satisfaction, which encourages more research into the intricate relationships between KM, work satisfaction, and performance in the context of organizational and motivational theories.

Boakye et al.'s (2023) study looked at the relationship between job satisfaction and work-life balance in Ghanaian universities. After analyzing data from eight different institutions and 476 employees, they discovered that having a supportive workplace helped workers handle personal concerns at work as well as work-related distractions at home. It's interesting to see that job satisfaction was adversely affected by both works interfering with personal life and vice versa. According to the survey, universities should give priority to finding solutions for these problems to raise worker happiness and wellbeing.

Susanto, P., et.al. (2022) investigated the work-life balance & supervisor behaviours that promote family support. Nevertheless, the ramifications of these discoveries for SMEs have yet to be examined. Therefore, the aim of reading was to investigate the sway of WLB on employee performance in SMEs. Family-supportive supervisor behaviours and job satisfaction acted as moderators and mediators, respectively. The connexion amid work-life balance & job performance was examined through the development of a conceptually mediated-moderated model. Data collected from SMEs in conjunction with mechanical reckoning modelling with partial least squares (SEM-PLS) to assess our research hypotheses & model. There was a optimistic connexion among work-life balance & both job satisfaction & performance, according to the empirical data we analysed. Additionally, a partial mediating role for job satisfaction in the connexion among work-life balance & job performance was notorious. Furthermore, investigation unveiled that when these variables interacted, family-supportive supervisor behaviours moderated the connexion flanked by work-life balance & job performance & job satisfaction upon which job performance was contingent. As a result, our inquiry provides substantial contributions to the domains of scholarly inquiry & practical implementation within this specific sphere.

Pio (2022) investigated how spiritual leadership influences nurses' performance, job happiness, and work-life quality (QWL) in private North Sulawesi hospitals. The study focused on three hospitals with 292 nurses and employed structural equation modeling and questionnaires. Interestingly, spiritual leadership had no direct impact on performance, but it did have an indirect effect by improving work-life quality. Nurses with good spiritual leadership reported better work-life balance, which led to higher performance. The study also reveals that a healthy work environment improves the relationship between spiritual leadership and performance. In essence, spiritual leadership can improve nurses' performance, but this effect is boosted by a healthy work-life balance and a supportive workplace environment.

Luthra, A., Singh, K., & Singh, S. (2022) The study aims to Academicians at Indian educational institutions are having a lot of conversations on Academic Performance Indicators. To improve the standard of instruction and research at Indian Institutes, UGC implemented the API score. However, various people interpret API differently and have differing perspectives and beliefs about it. This paper seeks to investigate the views of academicians employed by various public and private institutions regarding its regulation, as well as the variables that influence its acceptance or rejection. It focuses mostly on the third group or the research category. Although the study was mostly qualitative, the results of extensive,

organized interviews and replies were analyzed quantitatively using the percentage approach. The findings demonstrated that, despite operating at various hierarchical levels, most teachers supported the deployment of API. Numerous elements have emerged to promote its application, including transparency in promotions and increments, learning more, equitable ways, and motivation. Even though several people thought it shouldn't be there and expressed their opinions, the reasons it was rejected included things like the minimum API need, only mechanical experience, a loss of innovation and creativity, and manipulation of the research.

The 2020 study by Shweta & Kavita investigates faculty members' job happiness in a variety of academic settings. Their objective is to give administrators insightful information about the elements affecting instructor satisfaction. By using this information, a more favorable work atmosphere can be established, which will eventually boost faculty dedication and job satisfaction. Furthermore, by being aware of these variables, the Ministry of Higher Education will be better equipped to decide what constitutes a healthy faculty, which will be advantageous to both teachers and society at large.

Table 1: Comparative Analysis and Interrelationships of Spiritual Leadership, Work-Life Balance, and Job Satisfaction Studies

Study	Focus	Key Findings
Spiritual Leadership		
Syahid et.al (2024)	Effects of Organisational Culture (OC), compensation (C), and spiritual leadership (SL) on teacher performance (TP)	OC, C, and SL significantly affected TP. - OC, C, and SL influenced TP, accounting for 81.9%.
Manel et.al (2023)	Effects of spiritual leadership, spiritual drive, and organizational commitment on workers' job happiness and productivity	Teamwork, spiritual drive, and leadership all had a favorable impact on job performance. Spiritual leadership had no meaningful effect on staff performance.
Srivastava et.al (2022)	The impact of spiritual leadership on employee well-being via prosocial behavior (PSB) and affective commitment (AC).	SL positively influenced well-being, mediated by AC & PSB.
Hunsaker (2022)	The impact of spiritual leadership on workers' novel work behavior and the significance of employees' spiritual health within this framework.	Spiritual authority had a favorable effect on employees' novel work behaviors. Employee spiritual health helped to explain the relationship between spiritual leadership and employee innovation.
Çimen et.al (2019)	The relationship between academic successes, perceptions of spiritual leadership, workplace culture, and organizational quiet	The idea of the work environment had a beneficial impact on student academic progress. Organizational silence had a negative impact on student academic progress.
Work-life Balance		
Rathi et.al (2024)	Examination of bankers' work-life balance, job satisfaction, and performance	Work-life balance and job satisfaction positively correlated with performance. Job satisfaction was the strongest predictor of performance.
Rawal (2023)	Exploration of the differences between home & workplace during the COVID-19 pandemic, with a focus on job satisfaction	Job satisfaction increased significantly during the pandemic. Remote work during the pandemic posed unforeseen challenges in maintaining work-life balance.

Kavita, S. (2023)	PRIVATE UNIVERSITY EMPLOYEES' QUALITY OF WORK LIFE- SPECIAL REFERENCE TO HARYANA PRIVATE UNIVERSITY	Workplace quality factors include human resources, workplace conditions, skill utilization, employee training, management support, and opportunities for growth.
Kotini-Shah et.al (2022)	Study on the impacts of the COVID-19 pandemic on academic health sciences faculty	Faculty members were divided into four categories based on their characteristics and stress levels. The pandemic has disrupted work-life balance and productivity.
Adisa et.al (2022)	Investigation into the adjustments made by academics during remote work amid the COVID-19 pandemic	Remote working during the pandemic Academics' flexibility has been decreased, while their workload has increased. Setting limits and developing time management skills are becoming increasingly important.
Job Satisfaction		
Almuayad et.al (2024)	Examination of how knowledge management (KM) practices affect job performance through job satisfaction	KM significantly improved employee job performance. - Job satisfaction positively moderated the KM-job performance link.
Boakye et.al (2023)	Analysis of the relationship between workplace backing and work-life balance satisfaction among tertiary institution personnel in Ghana	Workplace support had a positive effect on work-life balance satisfaction. Work-life interference negatively impacted both personal and professional life satisfaction.
Susanto et.al (2022)	Investigation into the impact of work-life balance on employee performance in SMEs, with family-supportive supervisor behaviors as moderators and job satisfaction as a mediator	Balance between work and life improved work satisfaction and performance. Job satisfaction helped to moderate the association between work-life balance and performance. Supervisor actions that promote family support mediated the connection between work-life balance and job performance.
Pio (2022)	Examination of the relationships among employee performance, spiritual leadership, job satisfaction, and quality of work life (QWL) among nursing staff in private hospitals	Spiritual leadership indirectly influenced employee performance through work-life quality. Work-life quality mediated the relationship between spiritual leadership and employee performance. Increased spiritual leadership was associated with improved performance, particularly when mediated by higher job satisfaction.
Shweta & Kavita, (2020)	Measuring Faculty Members' Job Satisfaction at Private Educational Institutions	Job Satisfaction, Model, Leadership Behavior, Rewards, Working Environment.

Luthra, A., Singh, K., & Singh, S. (2022)	This article discusses the perception of employees and the factors that influence their acceptance or rejection of the academic performance indicator in Indian educational institutions as a tool for performance management.	Performance management, Education, Employee Motivation, Performance Evaluation.
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2. Methodology

This procedure delineates the process through which information and data are gathered with the purpose of assisting in business decision-making. A diverse range of research methodologies, including publication research and surveys, may be utilised to collect information that is both current and historical in nature. Given the wide range of approaches used to address various problems, the researcher must tailor his strategy to the needs of his topic.

3.1 Exploratory Research

Exploratory research is a precursory investigation that aims to ascertain the exact characteristics of the matter under consideration. It entails conducting an inquiry into a problem that has not been exhaustively examined or studied previously. Generally undertaken to enhance comprehension of the prevailing issue, this type of investigation seldom yields definitive outcomes.

3.2 SAMPLE SIZE

The size of the sampling is 500 responses.

3.3 Hypothesis

H1: There is no impact of spiritual leadership and work-life balance on job satisfaction.

3. Results & discussion

In the analysis of results in a scientific study, the initial step often involves examining whether the collected data supports or refutes the proposed hypotheses. Hypotheses serve as tentative explanations or predictions about the relationship between variables. Typically, the starting lines for result analysis in PLS-SEM (Structural Equation Modeling) involve a succinct summary of each hypothesis, outlining its proposed relationship between variables. These lines often encapsulate the theoretical rationale behind each hypothesis and any relevant literature supporting it. Additionally, it's crucial to mention the specific variables involved and the directionality of the expected effects, whether they are predicted to be positive, negative, or null. This sets the stage for a detailed examination of the empirical evidence to assess the degree of support for each hypothesis and its implications for the broader theoretical framework under investigation.

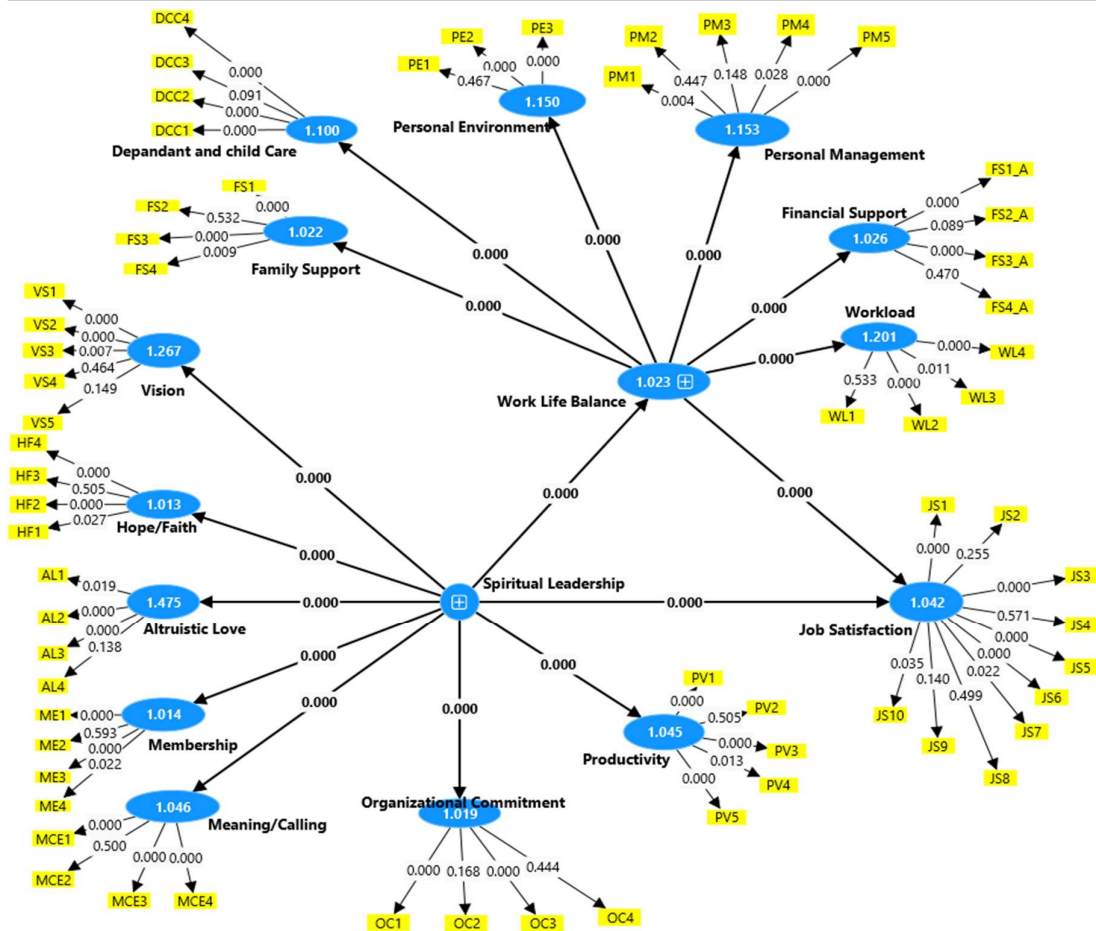


Figure 1: Hypothesis testing

Table 2: Relationships among Spiritual Leadership, Work-Life Balance, and Outcome Variables

Variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Decision
Spiritual Leadership -> Altruistic Love	1.215	1.224	0.071	17.153	0.000	Supported
Spiritual Leadership -> Hope/Faith	1.007	1.007	0.003	292.299	0.000	Supported
Spiritual Leadership -> Meaning/Calling	1.023	1.023	0.004	250.472	0.000	Supported
Spiritual Leadership -> Membership	1.007	1.008	0.004	233.210	0.000	Supported

Spiritual Leadership -> Organizational Commitment	1.010	1.011	0.005	202.460	0.000	Supported
Spiritual Leadership -> Productivity	1.022	1.022	0.005	214.120	0.000	Supported
Spiritual Leadership -> Vision	1.126	1.126	0.015	73.000	0.000	Supported
Spiritual Leadership -> Work-Life Balance	1.011	1.012	0.002	606.805	0.000	Supported
Work-Life Balance -> Dependant and child Care	1.049	1.049	0.008	134.516	0.000	Supported
Work-Life Balance -> Family Support	1.011	1.012	0.005	213.116	0.000	Supported
Work-Life Balance -> Financial Support	1.013	1.015	0.006	172.003	0.000	Supported
Work-Life Balance -> Job Satisfaction	0.637	0.622	0.042	15.242	0.000	Supported
Work-Life Balance -> Personal Environment	1.073	1.076	0.016	66.612	0.000	Supported
Work-Life Balance -> Personal Management	1.074	1.082	0.044	24.454	0.000	Supported
Work-Life Balance -> Workload	1.096	1.096	0.017	65.897	0.000	Supported
Spiritual Leadership -> Job Satisfaction	0.381	0.395	0.042	9.097	0.000	Supported

The following table 2 presents the findings of a research study that investigated the connections between spiritual leadership, work-life balance, and several different outcome characteristics or variables. The table presents the original sample value (O), the sample mean (M), the standard deviation (STDEV), the T statistics ($|O/STDEV|$), and the accompanying P values for each of the relationships that were investigated. These relationships include Spiritual Leadership to Altruistic Love, Hope/Faith, and Job Satisfaction, among others. A significant number of correlations have T statistics that are extremely high, which indicates that there are strong associations between spiritual leadership and the outcome variables. There is a continuous low level of significance (0.000) for the P values, which indicates that these connections are statistically significant. The association between Spiritual Leadership and Work-Life Balance, for example, demonstrates a very high T statistic of 606.805, which indicates a strong connection. This is reinforced by the exceptionally low P value, which additionally demonstrates that the connection is strong. All things considered, these findings indicate that spiritual leadership plays a substantial role in affecting numerous elements of individuals' lives, such as job satisfaction, productivity, and the ability to maintain a healthy balance between work and personal life.

4. Conclusion

The purpose of this study was to shed light on the connections that exist between spiritual leadership, work-life balance, and job satisfaction among people working in educational institutions. According to the findings, spiritual leadership appears to have a positive influence on both job satisfaction and the ability to maintain a healthy work-life balance. Leadership that places a priority on spiritual values, ethical behavior, and purposeful labour creates an environment in which employees are given more encouragement to manage the dichotomy that exists between their personal lives and their professional lives. Consequently, this equilibrium fosters increased levels of job satisfaction. The findings, which were derived from a considerable sample size of 500 participants, offered strong support for these associations. PLS_SEM statistical analysis confirmed that spiritual leadership promotes a healthy work-life balance, a factor that has a substantial effect on overall job satisfaction. Academic establishments that cultivate spiritual leadership practices are more likely to observe staff members who are more invested, inspired, and content. According to these observations, academic establishments ought to give precedence to the cultivation of spiritual leadership as a component of their strategic methodology to augment the welfare and effectiveness of their personnel. Organisations can achieve enhanced organisational outcomes and foster a more supportive and gratifying work environment by incorporating spiritual principles into their leadership practices. It is necessary to conduct additional research to investigate these relationships in a variety of contexts and to make use of larger sample sizes in order to validate and widen the breadth of these findings. Additionally, longitudinal research may be able to provide a more in-depth comprehension of the long-term effects that spiritual leadership has on the work-life balance and job satisfaction inside an organization.

Conflict of interest

The authors disclosed no possible conflicts of interest.

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Author Contribution Statement

Dr. Kavita Singh and Alisha made significant contributions to the research and writing of this paper. Dr. Singh, as the Associate Professor, provided the primary conceptual framework and research design for the study, guiding the overall direction and ensuring the research objectives were met. She also contributed substantially to the data analysis and interpretation of the results. Alisha, as the PhD Research Scholar, conducted the literature review, collected and analyzed the data, and drafted the initial manuscript. Both authors collaborated closely on refining the final manuscript and approved the final version for submission. Their combined expertise and efforts were instrumental in the successful completion of this research.

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