

# The Influence Of Spiritual Leadership On Employee Knowledge Sharing Behavior: The Moderating Effect Of Organizational Culture

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## Abstract

This study explores the causal relationship between spiritual leadership and knowledge sharing, moderated by organizational culture, in the service and manufacturing sectors of Pakistan. The study models important constructs like Spiritual Leadership, Employee Knowledge Sharing, and Organizational Culture in a conceptually logical way, and uses a questionnaire survey of employees to collect data. Confirmatory factor analysis and structural equation modeling (SEM) are employed to determine the reliability and validity of the model. The results show that spiritual leadership has a significant impact on knowledge sharing, and organizational culture plays a moderating role in this relationship. The study provides valuable insights into the impact of spiritual leadership on knowledge sharing in different sectors, and highlights the importance of tailoring leadership approaches to the specific needs of different sectors. The findings have important implications for business leaders, policymakers, and researchers, and provide a foundation for further research in this area.

**Keywords:** spiritual leadership; knowledge-sharing behaviour; culture; Manufacture and service organization.

## Introduction

Several business organizations' leaders and executives emphasize creating a strong, clear, and vibrant organizational vision, creating promising corporate philosophies and culture, and encouraging employees' intrinsic motivation to increase the enterprise market edge (Chen & Li, 2013; Chen et al., 2013). Additional research investigations have confirmed that innately driven people are involved in self-driven performances, for example, knowledge sharing and innovative work behaviors (Devloo et al., 2015). Many corporate organizations have resolved that honest knowledge sharing is the essential means or tool to influence their core

capabilities and gain viable business advantages (Gold et al., 2001).

Finally, intrinsically motivated individuals engage in tasks primarily because they are satisfying (Yousaf et al., 2015). Furthermore, spiritual leadership theory is designed to create an intrinsically motivated learning organization (Fry et al., 2005). Consistent with intrinsic motivation theory, spiritual leadership fosters organizational productivity, team creativity, and organizational learning capacity (Chen & Yang, 2012). Motivated employees are engaged in their tasks workaholics because they find them interesting (Yousaf et al., 2015). Moreover, spiritual leadership theory is designed to make employees satisfied and make the organization a learning one for continuous development (Fry et

al., 2005). In harmony with the intrinsic motivation theory, the spiritual leadership theory promotes organizational performance, productivity, employee creativity, and organizational learning capability (Chen & Yang, 2012). Moreover, spiritual leaders actively participate in the workplace so that employees can feel meaning in life, resulting in followers' growth and development. Transforming into a learning organization, employees who are internally satisfied are highly effective and efficient in achieving the organizational mission and sharing and implementing new ideas (Fraj et al., 2015). However, the casual and empirical relationship between spiritual leadership and knowledge-sharing behaviors of organizational employees is often discovered at the individual unit in research. Some argue that society seeks spiritual alternatives, facilitating radical social and free market changes. Significant changes in values internationally have triggered interest in spirituality worldwide (Abbas et al., 2022).

In another study, the Management who can inspire people on the production floor and office working environment can successfully cover productive work, a sense of identity, and organizational objectives can be inculcated in organizational members. Spiritual leadership promotes a positive working environment that links individual persons and groups within the organization. It promotes confidence in workers or followers by generating membership and meaningfulness towards the corporation. When we discuss leadership, people have different perspectives. It generates confidence in workers by promoting membership and meaningfulness toward corporate life when discussing leadership; people are likelier to have various understandings and perspectives (Islam et al., 2021). In another study, Management inspiring production floor and office working environment collaboration can successfully cover productive work, a sense of identity, and organizational objectives. Spiritual leadership promotes a positive working

environment that links individual persons and groups. It promotes confidence in workers by generating membership and meaning towards the corporation. When we discuss leadership, people have different meanings and perspectives (Islam et al., 2021). Academicians and organizational practitioners have concluded that the success of a knowledge-sharing initiative depends on top management playing their role as change agents in promoting a knowledge-sharing environment across the organization (Hislop, 2003).

The critical challenge in present-day global business and other organizations is to convert implied knowledge into a pool of usable data and information that can be shared and distributed to nurture creativity and innovation for making new products and services. top management should change their values, attitudes, and perceptions towards sharing information and knowledge. Nevertheless, experimental inquiries on the top management's perceptions of knowledge-sharing behavior have to be conducted. Therefore, this research model focuses on top management leadership style and design as a crucial precursor to the creation of an organizational culture for knowledge-sharing.

## Literature Review

### Spiritual Leadership

In recent years, the spiritual leadership model has been one of the leadership styles that has attracted the attention of many experts (Bauman, 2013). Spirituality means the human desire for affection and connection, the supreme, divine, and irresistible wish or desire to join oneself into a meaningful infinite universal whole and then attain individuals' unseen power and talent (Božek et al., 2020). A spiritual leader helps to develop the employees into complete individuals so that they find their lives meaningful and work to achieve higher objectives (F. Yang, Huang, et al., 2019; F. Yang, Liu, et al., 2019). The spiritual leader also allows employees to think beyond

themselves with more careful considerations. Spiritual leader helps employees to become fully developed people, find their jobs meaningful, and work to achieve higher goals (F. Yang, Huang, et al., 2019). Spiritual leadership broadens the horizon of employees to think beyond themselves and permits employees to think wholistically rather than individualistically. Anderson advocated that prior research on leadership, specifically spirituality, has not controlled other leadership styles, and it is novel to find that spiritual leadership attaches analytical change to different leadership theories or styles.

According to Fry (2003), spirituality highlights the need for spiritual needs shared by leaders and followers. People become more devoted to and productive inside their organizations due to their drive to make more significant contributions and distinctions. It does this by directly instilling in the organization's members the values, attitudes, and behaviors essential to inspire spiritual well-being. It instills the basic ideas, attitudes, and behaviors that promote spiritual well-being. This may be accomplished by creating a corporate culture based on the spiritual attributes of the organization's leader, such as the ability to care for, be concerned about, and respect oneself and others (Fry, 2003). Spiritual leaders are moral leaders who accommodate or work with others based on honesty, loyalty, respect, and love. Moral leaders are another term for spiritual leaders (Bayighomog & Arasli, 2022). Anderson advocated that prior research on leadership, specifically spirituality, has not controlled other leadership styles, and it is novel to find that spiritual leadership attaches analytical change to different styles. It was determined that the swap of knowledge or information is essential for the administration of a company's information and transformation and the long-term success of a learning organization (Bayighomog & Arasli, 2022).

### **Knowledge sharing**

In a global dynamic and market-driven forces environment organizational employees share information among themselves as a team (Drucker, 1998; Chow et al., 2000). Knowledge management and sharing were brought into business organizations to aid organizations in creating, sharing, and using information successfully. Nonaka and Konno (1998) found that information and knowledge could be taught as a course of the process of sharing, distribution, creation, improvement, and understanding of company information systems or knowledge. Knowledge administration emphasizes methodical and innovative methods, practices, and tools for managing knowledge-sharing behavior that can generate, acquire, exchange, protect, distribute, and utilize Knowledge and intangible resources (Montana, 2000).

The correlation between spiritual leadership theory and information or knowledge-sharing behaviors is seldom explored at the organizational employee unit level in present-day research. Some argue that society seeks spiritual alternative solutions for the fragmented and chaotic social and global market changes. Deep-seated variations in ethical values have caught the attention of a growing number of academicians and practitioners in spiritual revival worldwide (Abbas et al., 2022). Knowledge Sharing Behavior. Knowledge sharing is significantly vital for both organizations and employees to do the job smartly. Knowledge and information sharing are essential for empowering theoretical studies, Cakir and Adiuzel (2020). Knowledge and information giving and knowledge gathering are two essential and crucial characteristics of knowledge imparting behavior of followers, Gui et al. (2021). Several research studies have advised managers that inner motivation is primarily accompanied by effective information sharing and corporate performance (Razmerita et al., 2016).

### **Organizational Culture.**

Organizational Culture embraces all physically visible aspects of society, including the dress code, office design, formal signs, and rituals of any organization, while at the inner and subjective layers are ethos, values, stories, attitudes, and belief systems that are the primary source for how people justify what they do. It is essential for leadership first to teach the core values inherent in the learning organization. Learning organization is the practical reality of the rapidly changing global internet environment.—a model very similar to the biological system that is changing itself with the changing environment and can continuously learn and adapt. Responsibility and authority are pushed down to the lowest levels (Daft, 2001).

Mitroff and Denton (1999) concluded employees on the working floor understand spirituality's inner feeling of being part of the one self and group in complete alignment with the entire universe or a supreme being. This view is comparable to the concept of inner life. Milliman et al. (2003) bring in the attribute of service to society and the meaning of full work in the organization.

The concept of spiritual leadership should be seen in terms of organizational effectiveness to improve the performance and bottom lines of the organization. Baykal and Zehir (2018); Haensel and Garcia-Zamor (2019); Hassani (2018). Corporate solid cultures keep the best brains. Saharan, et al. (2020).

### **Theory and Hypothesis**

Spiritual leadership theory provides the philosophical and theoretical foundation. The followers internalize the values of their spiritual leader that energize them in their careers. Employees with spiritual values will use

resources wisely, as it is against their values. Individuals will embrace constructive behaviors like altruism and pro-sociality, which will generate further resources. In the light of previous research studies, spiritual leadership grows employee commitment and loyalty to their jobs, which eliminates knowledge-hiding behaviors.

### **Spiritual Leadership and Knowledge-Sharing Behavior**

knowledge-sharing behavior that can generate, acquire, exchange, protect, distribute, and utilize Knowledge and intangible resources (Montana, 2000). while Knowledge hiding – ‘intentional attempt by an individual to withhold or conceal knowledge that has been requested by another person’ – (Connelly et al., 2012, p. 65) jeopardizes managers’ efforts and strategies developed to enhance firms’ growth and development (Černe et al., 2017; Zhao & Xia, 2019). The correlation between spiritual leadership theory and information or knowledge-sharing behaviors is seldom explored at the organizational employee unit level in present-day research. Some argue that society seeks spiritual alternative solutions for the fragmented and chaotic social and global market changes. Deep-seated variations in ethical values have caught the attention of a growing number of academicians and practitioners in spiritual revival worldwide (Abbas et al., 2022). Knowledge Sharing Behavior. Knowledge sharing is significantly vital for both organizations and employees to do the job smartly. Knowledge and information sharing are essential for empowering theoretical studies, Cakir and Adiuzel (2020). According to the corresponding COR theory, meaningful work is a vital individual employee resource (Hu et al., 2019), It would encourage workforces to offer the demanded knowledge to coworkers and peers as a capital investment to enhance their future resource gains.

Knowledge and informationgiving and knowledge gathering are two essential and crucial characteristics of knowledge imparting behavior of followers, Gui et al. (2021). Several research studies have advised managers that inner motivation is primarily accompanied by effective information sharing and corporate performance (Razmerita et al., 2016).

We, therefore, hypothesized the following:

Hypothesis 1: Spiritual leadership will be positively related to followers' knowledge-sharing behaviors.

### **Organizational Culture, Spirituality, and Knowledge-Sharing Behavior**

A research study discovered a clear, significant association between spiritual management as spiritual leadership and organizational essential unit-level outcomes, incorporating four elements of performance (Baykal & Zehir, 2018; L. et al., 2011; Jena & Pradhan, 2018; F. et al., 2019; M. et al., 2018). Spiritual leadership has strong and positive effects on workplace spirituality, which enhances the organizational cultural environment, desire, and inner employee motivation (Afsar et al., 2016; Wang et al., 2018).

H2: Organizational Culture moderates the correlation between spiritual leadership and Employee Knowledge sharing behavior. The better and more the organizational culture is spiritual, the more resilient the relationship between spiritual leadership and Employee orientation toward Knowledge sharing behavior.

### **Instruments or Measures**

#### **Methodology**

We will use positivist philosophy, which is objective epistemology regarding reality as being external to the observer and comprised of the observable experience and facts of a phenomenon (Corbetta, 2003).

The present study is correlational. The objective of the model or research study hypotheses analysis under examination is correlational, which means that changes in one variable match with changes in one or more variables constructed by a correlation coefficient (Cronbach, 1957; Isaac & Michael, 1981). This research study is correlational and also cross-sectional in its data collection. A deductive method of reasoning will be used to test our hypotheses inferred from research theory or literature. It is evident from the literature that we will conduct quantitative, structured, experimental research to reach some conclusions while collecting data by questionnaire using stratified random sampling technique from the population that is manufacturing and service industries of Khyber Pukhtoon Khewa and Punjab, Pakistan, nature of data will numerical and standardized; we will use parametric tests for data analysis, descriptive, correlations, regression while Structural Equation Modeling technique (SEM) widely used due to its proficiency. Saunders et al. (2019) & (Kline, 2015).

### **Population and Sample and Data Collection**

#### **Unit of Analysis**

We are using questionnaires and a stratified random sampling technique for data collection, while the objective of this research study is to circulate 600 questionnaires to the targeted respondents.

Managers, Supervisors, and workers of different organizations of Khyber Pukhtoon Khewa and Islamabad capital, Pakistan, are included in the sample. Employees from different Manufacturing and Service industries of Khyber Pukhtoon Khewa and Islamabad, the capital of Pakistan, are targeted. The unit analysis in this study was employees of corporate firms. The organization's managers were the key respondents representing the firm's top management. They were considered

because they could answer questions on the variables related to the study. They also knew about the overall operational activities and culture of the business organizations they represented. Previous studies found that the top management of businesses was primarily responsible for making critical decisions for the firm as well as developing strategic orientations of the organization (Knight, 1997; Kreiser et al., 2002).

### **Type of research study Model**

The study type or research model under investigation is causal, as changes in one variable will cause changes in the other variable or variables.

### **Time Limit**

Bearing in mind cost and time limitations, we will conduct the cross-sectional study.

### **Researcher Strength**

The data is gathered in a minimal setting. Data is collected in the standard setting of the organization.

### **Data analysis methods**

The Structural Equation Modeling (SEM) method has been widely used due to its ability to demonstrate versatile regression correlations on a single model and test (Kline, 2015). So, this study used SEM to test proposal hypotheses in the research model. In addition, a bootstrapping procedure was also used for the significance tests of the key research hypotheses. Statistical Package for the Social Sciences (SPSS 22) and Analysis of Moment Structures (AMOS 22) were used to examine the construction of the questionnaire while the relationship between research variables and their dimensions was tested. will be used to analyze the data. Descriptive statistics such as frequency counts, means, median, and standard deviation will be determined to present a general description of the

sample and understand the respondents' general orientation. Regression and correlation would be used to determine the relationship.

### **1. Research Context and Subjects:**

Data was collected from employees working in Pakistani knowledge-intensive small business enterprises (SMEs). The definition of SME varies by country and within a single country (Shah, El-Gohary, & Hussain, 2015). The research team for defining SMEs adopted the definition of SME provided by the Small and Medium Enterprise Development Authority in Pakistan (SMEDA). SMEDA defines an SME as a firm having up to 250 employees (SMEDA, 2020). A total of 193 knowledge-intensive SMEs from 13 industry sectors were selected. The SMEs were selected from Punjab, Khyber Pakhtunkhwa, Sindh, and Islamabad (capital city). The industry sector of SMEs included accountancy, education, consultancy, insurance, information technology, computing and software, healthcare, real estate, advertising, engineering, glass, ceramics, and electrical and electronics manufacturing.

### **4.1 Research Instrument:**

Since this research paper uses Structural Equation Modelling (SEM), the main constructs of the research need to be well-defined both operationally and conceptually, which require clear measures that have a clear meaning to the respondents of the survey (Aggarwal, et al., 2018). Consequently, the main constructs of the research were conceptualized, and multi-measurement indicators were used for each construct following the guidelines of Hair et al., (2014). To operationalize these constructs, the authors used a Likert Scale of five points.

### **2. Data Collection:**

A trial investigation study was conducted before the data collection to identify issues relating to different constructs of the study and its items. Based on the pilot study, some adjustments were

made to get the final questionnaire. Afterward, data were collected from knowledge-intensive SMEs in Punjab, Sindh, Khyber Pakhtunkhwa, and Islamabad employees. We used a convenient sample for data collection. The reason for selecting a convenient sample method is that no database or information source can provide credible data on our target population. Six hundred complete usable questionnaires were returned, which reflect an appropriate sample size for the current study as per the guidance of Hair et al. (2014).

### 5.1 Techniques Used for Data Analysis:

The research-collected data was analysed using Structural Equation Modelling. AMOS package (version 24) was used for this purpose. SEM has superior benefits for researching complicated models than other statistical techniques; initially, SEM is keen to see many kinds of measurement errors like systematic errors and method errors connected with initial data generation and analysis techniques like factor analysis, regression, and correlations) (Bagozzi & Yi, 2012). Moreover, SEM aids in being further precise in analysing hypotheses and operationalizing the instruments or constructs. SEM helps assess the reliability of multiple measurement methods, including the exploratory and confirmatory methods, and the originality

and novelty of the proposed hypothesis (Byrne, 2010; Bagozzi & Yi, 2012).

## 3. Analysis:

### 6.1 Descriptive Analysis: Profile of the participating SMEs and respondents:

A total of 314 returned questionnaires were found useful. This number meets the minimum number required for conducting SEM (Kline, 2011). Table 1 demonstrates the profile of the participating SMEs as well as research participants. It indicates that data was collected from four geographical areas of the country (KPK = 42.4%, Punjab = 24.5%, Sindh = 15.9%, and others = 17.2%). The participating SMEs belonged to 13 different knowledge-intensive sectors and they had total employment between 10 staff members and 250 (10-99 = 56.36% and 100-250 = 43.63%). 73.2% of the respondents were male and 26.8 percent of them were female, in line with cultural orientation in Pakistan (Khilji, 2003). Concerning age, 43% of the participants were less than 30 years, 32.8% between 30-40, 16.2% between 41-50, and 8% aged above 50 years. Almost 95% of the respondents had at least a graduate degree and the remaining 5% had some sort of technical education. Lastly, 72.9% of the respondents were employees and 29.1% worked as managers.

**Table 1:** Profile of SMEs and Respondents

Characteristic	Sub-category	Frequency (N=528)	Percentage
Gender of respondent	Male	365	69.1
	Female	163	30.9
Age of Respondent	< 30	148	28.0
	30 to 40	167	31.6
	41 to 50	119	22.5
	> 50	94	17.8
Educational Level	Bachelor	78	14.8
	Master	224	42.4

	M.phil/MS	149	28.2
	Doctoral	77	14.6

**6.2 The Measurement Model:**

To check the fit of the data to the measurement model, the researchers used confirmatory factor analysis (CFA). The maximum likelihood method was used, the model  $X^2$  which is very sensitive to sample size (i.e. 528 in the current case) (Hair et al., 2014) was found significant at P value less than 0.001 ( $X^2_{528}=2181.502$ ,  $p<0.001$ ;  $X^2/df=2.228$ ). Therefore, other goodness of fit indices were consulted. Both the normed fit index (NFI) and the comparative fit index (CFI) scored 0.920 and 0.943 respectively. Both values are acceptable and exceed the advised value of 0.9 suggested by scholars in the field (e.g. Hair et al., 2014). Furthermore, the root mean square error of approximation was calculated (RMSEA=0.048) which is in the range of 0.03 and 0.08 as per the suggestion of well-established scholars within the field (e.g. Hair et al., 2014). As such, the overall values of model fit indices (i.e. NFI, RMSEA, and CFI) propose that the hypothesized research model fits splendidly with the research data.

A two-step approach was adopted to check the validity of the measurement model following the guidance suggested by Anderson and Gerbing (1988). According to this two-step approach, within the first step, the model's convergent validity and reliability need to be measured. To achieve convergent validity, the model should satisfy the following three conditions:

- The factor loadings should be  $>0.5$  (Bagozzi & Yi, 1988).
- The composite reliability should be  $>0.7$  (Bagozzi & Yi, 2012).
- The value of average variance extracted (AVE) should be  $>0.5$  (Fornell & Larcker, 1981).

To meet the first condition, four items related to the workplace learning scale (formal 1, informal 4, informal 8, and incidental 7) were removed due to lower factor loading (0.456, 0.379, 0.17, and 0.27 respectively). Table 2 shows that the model satisfies all these three criteria.

**Table 2:** Results of the Measurement Model

Constructs	Indicators	Composite Reliability		
		SLV	(CR)	Average Variance Extracted (AVE)
	SLV1	0.819	<b>0.920</b>	<b>0.696</b>
	SLV2	0.801		
	SLV3	0.861		
	SLV4	0.844		
	SLV5	0.846		
	SLH1	0.85	0.922	0.747



SLH2	0.86		
SLH3	0.875		
SLH4	0.874		
SLAL1	0.745	0.908	
SLAL2	0.84		
SLAL3	0.836		0.665
SLAL4	0.852		
SLAL5	0.801		
SLMC1	0.809	0.888	0.666
SLMC2	0.831		
SLMC3	0.816		
SLMC4	0.807		
SLM1	0.792	0.891	0.671
SLM2	0.797		
SLM3	0.848		
SLM4	0.838		
SLIL3	.860	0.887	0.723
SLIL4	.859		
SLIL5	.831		
SLOC1	.869	0.645	0.775
SLOC2	.888		
SLOC3	.873		
SLOC4	.899		
SLOC5	.872		
SLP1	0.847	0.900	0.692
SLP2	0.85		
SLP3	0.819		
SLP4	0.812		



<b>SPLS</b>	0.611* **	0.560 ***	<b>0.835</b>								
<b>SPA L</b>	0.459* **	0.623 ***	0.573* **	<b>0.816</b>							
<b>SLV</b>	0.656* **	0.682 ***	0.606* **	0.618* **	<b>0.835</b>						
<b>SLH</b>	0.541* **	0.590 ***	0.523* **	0.525* **	0.714* **	<b>0.865</b>					
<b>SLM C</b>	0.673* **	0.637 ***	0.767* **	0.563* **	0.735* **	0.656* **	<b>0.816</b>				
<b>SLP</b>	0.698* **	0.712 ***	0.685* **	0.563* **	0.644* **	0.598* **	0.666* **	<b>0.832</b>			
<b>SLM</b>	0.838* **	0.640 ***	0.753* **	0.626* **	0.712* **	0.632* **	0.763* **	0.793* **	<b>0.819</b>		
<b>KSB</b>	0.627* **	0.524 ***	0.521* **	0.477* **	0.618* **	0.570* **	0.653* **	0.552* **	0.604* **	<b>0.828</b>	
<b>OCS</b>	0.790* **	0.583 ***	0.696* **	0.533* **	0.649* **	0.572* **	0.663* **	0.737* **	0.752* **	0.562* **	<b>0.801</b>

**Note:** Diagonal values represent AVE while the other entries represent the square of correlation values.

### **Structural Model:**

Having established the structural model, the subsequent phase is the empirical assessment of the study's hypothesized relationships. To gauge the validity of the study's proposed hypotheses, the researcher inspected the significance of the path coefficients associated with each presumed relationship. Equally pertinent were the critical ratios (CR), the p-values, and standardized estimates (S.E.). A path can be classified as significant when the t-value linked to the path stands outside the bracket of -1.96 to +1.96, coupled with a p-value lesser than 0.05. Given

that the study postulates a favorable impact of SL on KSB. The ensuing table 4.21 illustrates the outcomes.

Rooted in the discussions from the literature review, the positive influence of SL on KSB was anticipated. Consequently, the hypothesis surmised a constructive and significant relationship between SL and the KSB of employees. Table 4.21 fortifies H1, wherein the standardized beta weight of the hypothesized liaison is both significant and positive, clocking in at  $\beta = 0.320$  with a p-value below 0.001. The relationship's significance is underscored by the



<b>SPOC</b>	0.963	0.839	0.687	0.700***	<b>0.916</b>							
<b>SPLS</b>	0.949	0.788	0.776	0.726***	0.710***	<b>0.888</b>						
<b>SPAL</b>	0.932	0.733	0.604	0.639***	0.728***	0.682***	<b>0.856</b>					
<b>SLV</b>	0.945	0.776	0.754	0.768***	0.829***	0.794***	0.777***	<b>0.881</b>				
<b>SLH</b>	0.953	0.835	0.738	0.770***	0.703***	0.705***	0.682***	0.864***	<b>0.914</b>			
<b>SLMC</b>	0.935	0.783	0.776	0.728***	0.803***	0.881***	0.686***	0.869***	0.813***	<b>0.885</b>		
<b>SLP</b>	0.946	0.815	0.736	0.858***	0.762***	0.735***	0.679***	0.759***	0.752***	0.754***	<b>0.903</b>	
<b>SLM</b>	0.925	0.755	0.625	0.908***	0.727***	0.769***	0.758***	0.779***	0.754***	0.766***	0.857***	<b>0.903</b>
<b>KSB</b>	0.947	0.780	0.689	0.695***	0.715***	0.670***	0.612***	0.818***	0.762***	0.830***	0.690***	<b>0.903</b>

The GoF indices presented in Table 4.24 indicate that both measurement models, LowOC, and HighOC, align well with the hypothesized data model.

Tables 4.25 and 4.26 reveal that all constructs in both models (Low and High) possess strong composite reliabilities, evidenced by values surpassing 0.7. These scores support the robustness of the constructs' composite reliabilities. Additionally, composite reliabilities exceeding 0.7, coupled with AVE scores of 0.5 or more, validate the convergent validity in both Low OC and High OC models. To assess discriminant validity, MSV values were evaluated and determined to be lower than AVE

values. Moreover, the square root of the AVEs exceeded the values for inter-construct correlations, suggesting that both models effectively establish good discriminant validity.

Table 4.27 presents the results of the structural model. The results show that OC moderates the relationship between SL and KSB (i.e. accepting H2). The critical ratio of differences for all the above-mentioned hypotheses was higher than 1.96. The relationship between SL and KSB was stronger for the High group and weaker for the Low OC group. For those with a high level of OC, SL can explain 69.4% of the variability in KSB. For the low OC group, the variance explained drops to 10.2%.

**Table Results of Moderation Hypotheses Regarding OC**

Hyp e.	Path	High-Level OC		Low-Level OC		Critic al ratio	Results
		R suar e	Path Est.	R suar e	Path Est.		

	Knowledge Sharing	69.4%	0.833**	10.2%	0.320**	2.272	Accepted
<b>H2</b>	Behaviour<--Spiritual Leadership		*		*		

## Discussion and conclusions

The study will recommend significant suggestions and practical implications for industry and academicians. Modern management wants efficiency in productivity, while organizational leaders keenly focus on the correct design of incentives that will make their workers fully satisfied and involved in creative ways of continuous learning and development. Organizations are increasingly trying to find what draws workers in and incentivizes them to remain loyal and productive. At the same time, they feel an integral part of the organization. Modern-day management and business leaders should understand the concept that certain employee's desires to realize the meaning and purpose of life in their working environment (Fairholm, 1997). As the world's advances in technology and globalization deepen the market competition, many employees feel the increased desire to develop professionally by discovering meaningful, satisfying, and accomplishing work. Employment working conditions that contribute to the individuals' definition of self. Improving factors linked with meaningful and fulfilling work that improves job satisfaction. Individual development comprises progress through self-direction and reflexive learning, which means spiritual development. The findings of this study are very useful. Professional business organizations, leaders, managers, and employees will influence organizations where change could be advantageous for improved understanding and comprehension of spirituality and employees' workplace attitudes. Knowledge holding or not sharing attitude is a sign of selfish leadership that prevents the spirit of creativity and innovation, so top-layer management controls power within the organization. Such culture creates red tape values that do not fulfill the expectations of shareholders

and other stakeholders. It is tough to change such culture and values in the workplace (Pradhan, S., & Jena, L. K. 2016). The weakening of interpersonal working relations and knowledge transmission processes can be very detrimental to service organizations, primarily due to the intangible and inconsistent delivery of performance of the services and the real-time creation and utilization of services (Kirillova et al., 2020) that call for rigorous data and information swap among service employees (Cantor & Li, 2019; Cho, 2019; Storey et al., 2016)

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