

Spiritual Leadership as a Model for Work-Life Balance: A Case of Education Sector in Delhi-NCR

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ABSTRACT

Purpose: Spiritual leadership practises and work-life balance in education are examined in the National Capital Region (NCR) in Delhi, India. The study examines how these leadership traits affect educators' work-life balance in a demanding and fast-paced workplace.

Research Method: A quantitative approach was employed, utilizing a survey design with 500 educators from the Delhi-NCR as participants. Data was collected through questionnaires and analyzed using Statistical Package for the Social Sciences (SPSS) software to identify significant trends and patterns.

Findings: Spiritual leadership approaches improve educators' work-life balance, according to the study. Educators who promoted community, purpose-driven work, and personal growth had higher personal and professional well-being.

Originality: This study presents new evidence on spiritual leadership and work-life balance in Delhi-NCR education. This study examines how spiritual leadership improves educators' well-being in a competitive atmosphere, providing insights into localised practises and outcomes.

Keywords: Integrity, compassion, mindfulness, organizational outcomes, employee well-being.

1. INTRODUCTION

Spirituality has been increasingly integrated into discussions surrounding leadership in recent years, proliferating beyond traditional frameworks. This conceptual change acknowledges the importance of comprehensive leadership methodologies that consider not only the objectives of the organisation but also the welfare of every employee. In an era characterised by rapid change and complexity, the attainment of a balanced professional and personal life has become a paramount consideration, especially in ever-evolving industries such as education. In the education sector of the Delhi-National Capital Region, the relationship between spiritual leadership and work-life balance.

The education sector assumes a critical role in society's formation and the upbringing of forthcoming generations (Akour & Alenezi, 2022; Maheshwari et al. 2024). Despite this, educators and administrators frequently experience heightened stress levels and a disruption in their work-life balance due to the arduous demands of educational leadership positions. Considering this difficulty, academics and professionals have begun to explore spiritual leadership as a possible remedy. Spiritual leadership prioritises the comprehensive growth of both individuals and organisations, founded upon the guiding principles of integrity, empathy, and purpose. Spiritual leadership strives to establish surroundings that are favourable for both individual satisfaction and work achievement by cultivating a sense of purpose and interdependence (Yang et al. 2022; Ngunjiri, 2016). Delhi-NCR, being a flourishing centre for education, offers an abundant setting for investigating

the intricacies of work-life balance and spiritual leadership. The area is home to a wide array of educational establishments, including esteemed universities and grassroots movements, all of which encounter distinct obstacles when it comes to promoting the welfare of their staff. Considering swift urbanisation and socioeconomic inequalities, educators in Delhi-National Capital Region (NCR) confront a range of complex challenges, encompassing both scholarly rigor and administrative obligations. Gaining an understanding of the ways in which spiritual leadership practices intersect with these challenges can provide valuable insights into how to improve employee satisfaction and organisational effectiveness.

At the heart of this inquiry lies the concept of work-life balance, which is commonly defined as the condition in which an individual's professional responsibilities and personal pursuits are in a state of equilibrium (Usman et al., 2021; Eversole & Crowder 2020). Attaining this equilibrium is critical in cultivating employee engagement, mitigating fatigue, and advancing holistic welfare. Traditional methods of attaining work-life balance primarily emphasise effective time management and establishing boundaries. However, by adopting the perspective of spiritual leadership, one can uncover more profound aspects such as purposeful living, mindfulness, and values congruence. Spiritual leaders may enable followers to confront work-life obstacles with fortitude and composure by fostering an environment characterised by sincerity and empathy. There is considerable controversy surrounding the incorporation of spirituality into leadership practices, especially in secular settings like education (Kossek et al., 2023). Spiritual discourse may potentially encroach upon individual beliefs and undermine the impartiality of organisations. On the contrary, advocates argue that spirituality, when separated from religious dogma, provides a universally applicable structure for moral deliberation and interpersonal connections. Furthermore, there is evidence to back the idea that spiritual leadership is linked to happier employees, more committed employees, and better performance.

This study uses a mixed-methods strategy to look at the link between work-life balance and spiritual leadership in the education sector of the Delhi-National Capital Region (Sharma 2022; Hammer 2021). The study uses interviews, surveys, and qualitative analyses to find out what managers and teachers think, do, and have experienced about spiritual leadership and how it affects work-life balance. The various stakeholders in the educational ecosystem through the triangulation of data from multiple sources. With the goal of promoting holistic leadership practices in the education sector, this study intends to contribute to both theoretical discourse and practical interventions. It aims to provide insight into employee support initiatives, leadership development programmes, and organisational policies by explicating the correlation between spiritual leadership and work-life balance (Wood et al. 2020; Boocock A. 2019). The potential to support the establishment of environmentally conscious and compassionate work environments that foster the expansion and welfare of both employers and staff.

1.1 Background and context of the study

A significant correlation that can be observed between spiritual leadership and the general welfare of personnel. Research conducted across various sectors, including workplaces in Delhi-NCR and rural credit institutions, underscores the positive impact of spiritual leadership on employee well-being. This is attributed to the fact that it fosters subjective well-being, work-life balance, and creativity. It has been discovered that spiritual practices such as yoga, meditation, and Pranic healing improve happiness and workplace performance by fostering a sense of connection, decreasing tension, and enhancing emotional resilience (Saboo 2023; Agung et al., 2023; Hunsaker and Jeong 2023). Additionally, academic investigations have revealed that the presence of spirituality within the work environment has a direct and positive impact on the well-being of employees. This counteracts the adverse effects that organisational politics may have and reinforces behaviours that prioritise performance (Khatri and Gupta 2022). The implementation of spiritual leadership practices within the education sector in Delhi-NCR has the potential to improve the well-being of employees through the cultivation of a positive work atmosphere and the encouragement of personal growth.

1.2 Defining of spiritual leadership and worker well-being

Spiritual leadership is a style of leadership that emphasises the creation of value, quality, societal contribution, and stakeholder care, while also fostering a sense of interconnectedness and purpose. This encompasses actions motivated by altruistic desires to better lives, which promote elevated levels of morale, dedication, and ethical conduct (Gjorevska 2022). This leadership approach exerts a positive influence on multiple facets of the work-life equilibrium of employees, encompassing family, leisure, and development. Furthermore, this relationship is moderated by the values of Confucius (Chang and Arisanti 2022). Furthermore, the impact of spiritual leadership on employee creativity is mediated by the improvement of well-being (Hunsaker and Jeong 2021; Corbett et al., 2023). The integration of spiritual leadership and worker well-being serves to alleviate work-family conflicts, thereby bolstering the competitiveness of the organisation via

the implementation of strategies that foster well-being and a conducive atmosphere for families. Spiritual leadership and employee well-being are, in general, interdependent, promoting favourable results within organisational contexts.

1.3 Workplace Spirituality in Indian Organizations

Spirituality has been defined as the individual's subjective emotions and thoughts that emanate from a quest for the sacred; the term "holy" denotes an individual's perception of an ideal being or an extreme reality. "Sincerely, spirituality is perceived as an intrinsic element, encompassing a conviction, bravery, sentiment, or mindset that directs the conduct of an individual." Spirituality in the workplace does not pertain to converting individuals to a particular religion or illuminating system of thought. There is no indication that it is associated with an exceptionally extreme belief. Nevertheless, it is founded upon distinctive principles and theories. The term "spirit at work" has been defined as "spirit in the workplace" to accommodate organisational considerations (Indrajaya et al. 2023). "The phrase 'spirit at work' clarifies the viewpoint of educators who are involved and bound by their profession, who find meaning and foundation in their work, who think they are able to communicate honestly, and who see themselves in relation to their peers. It requires a dedication to discovering the essential reason in daily life, establishing a close relationship with various business partners, and maintaining congruence between one's core beliefs and values. In association with significant essays on spirituality in the workplace, therefore, institutions would benefit both organisations and individuals. The central aspect of spirituality in the workplace pertains to the knowledge and insights shared by educators who possess a particular allure, connection, and proximity within the professional environment. "In the not-too-distant past, businesses were hesitant to discuss spirituality in the workplace due to its complex and universally understood connotation. However, in the modern era, organizations have realized that in order to highlight the skills of their employees, they should put their behavior and moral character first. Numerous studies demonstrating autocorrelations between workplace spirituality and organizational outcomes validate this momentous shift. The proliferation of printed books pertaining to spirituality has increased exponentially, a trend that is comparable to the proliferation of symposium talks and meeting protocols concerning "spirituality in the workplace" throughout the continent.

" Workplace spirituality can be defined as the recognition that personnel possess an internal existence that is nourished and reinforced by substantial communal endeavours (Dubey et al., 2020; Başer and Ehtiyar 2019). "It is about employees who perceive themselves as spiritual beings whose inner selves require nourishment in the workplace, who feel a sense of purpose and direction in their work, and who feel interconnected with their colleagues and the workplace community." As spiritual beings, educators encounter a profound sense of interconnectedness, personal satisfaction, and meaning in every aspect of their lives, including their professional endeavours (Moldavan et al., 2022). People are inspired to integrate their work and spirituality through workplace spirituality, which provides guidance, community, and satisfaction. A unique condition of spiritual direction emerges when organisations and workplaces can create environments that are conducive to employees experiencing congruence between their values and leadership, a sense of purpose and conviction in their work, and alignment between their beliefs and actions. The workplace Spirituality, at its core, consists of mindfulness, interconnectedness with others and a greater presence, a sense of contentment, and appreciation and guidance for one's profession. The foundational components that confer benefits upon the framework within this context are integrity, trustworthiness, credibility, consistency, and reliability of undertakings.

2. LITERATURE REVIEW

In a study **Bhatia and Mohsin (2023)** discussed the correlation between the academic performance of teachers and their level of workplace happiness. Additionally, the research aimed to identify critical determinants that influence both academic performance and teacher satisfaction. Effective management of these determinants could potentially contribute to the long-term sustainability of teachers' academic achievements in higher education. Previous scholarly investigations have predominantly examined the academic performance of educators in relation to student outcomes and the overall performance of the institution. Teachers' academic performance was positively and significantly correlated with their workplace happiness, even though most teachers were categorised as having a moderate to low level of happiness. Due to a variety of workplace constraints, teachers were frequently forced to follow "teaching rituals" rather than realize their full potential. This led to a decrease in their professional satisfaction and a continuation of an unsustainable model of academic success. In the quest for long-term academic achievement, recommended actions to increase teachers' job happiness.

Academicians at Indian educational institutions are talking a lot about Academic Performance Indicators, according to a survey conducted by **Luthra et al. (2022)**. To improve the caliber of instruction and research at Indian Institutes, UGC

implemented the API score. However, various people interpret API differently and have differing thoughts and perspectives about it. This paper seeks to investigate the views of academicians employed by various private and governmental institutions regarding its regulation, as well as the elements 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 in-depth, organized interviews and replies were analyzed quantitatively using the percentage approach. The findings demonstrated that, despite operating at various hierarchical levels, the greatest proportion of educators supported the adoption of API. Numerous elements have emerged to assist its use, including incentive, fair means, knowledge acquisition, and transparency in promotions and increments. The criteria for minimum API, merely mechanical experience, loss of originality and creativity, and manipulation in the research were among the reasons for rejection, notwithstanding the opinions of many who felt it shouldn't be there.

According to Khatri and Gupta (2022), perceptions of organizational politics may operate as a mediator factor between workplace spirituality (SAW) and employee well-being. 536 working individuals from the Delhi-NCR participated in the study, which employed a cross-sectional design. We examined descriptive data using PLS SEM software (Smart PLS 3) and inferential data using SPSS version 21.0. Every dimension that was identified in the study defined the construct and represented a distinct aspect of EWB. As a result, EWB was regarded as a formative, reflecting, second order first-order construct. A marginal but statistically significant direct effect of POPS on EWB was discovered ($\beta = -0.158$, $p < .05$). Nevertheless, it was discovered that the two factors' indirect influence was insignificant ($\beta = 0.033$, $p > .05$). This indicated that there was no middleman involved and that the action was direct (Zhao et al., 2010). Furthermore, this study was novel because it established a connection between three variables—organizational politics, SWAG, and EWB—that had not previously been examined jointly. Researchers discovered that by enhancing employee wellbeing and fostering personal development, integrating spiritual activities into the workplace helped mitigate the negative consequences of politicians behaving in their own best interests.

The relationship between workplace spirituality (WPS) and work satisfaction (WS) was examined by **Kumar et al., (2022)**. Additionally, research was done on the mediating role that job participation played between WPS and WS. A sample of 215 participants was selected from MSMEs in Delhi and the National Capital Region to carry out this study. Structural equation modeling was employed to demonstrate the validity of the hypothesised model used in the investigation. This involved demonstrating how ideas like WPS, WS, and JI are related to one another. The meditating analysis was performed using the PROCESS Macro. A connection existed between WS and WPS. The study's findings demonstrated a clear relationship between workplace engagement and the WPS factors of meaningful work, feeling of community, and value alignment. Furthermore, it was abundantly evident from the study's findings that work participation acted as a partial mediator in the association between WPS and WS. The revealed that a key factor in raising employee engagement was bringing spirituality into the workplace. It was recommended that managers of MSMEs highlight their employees' spiritual practices at work to achieve the intended result.

During the COVID-19 epidemic, **Srivastava and Gupta (2022)** found a relationship between the religiosity of workers in the hospitality industry and their health. Workforce agility and organizational identity were revealed to act as mediators between workplace spirituality and employee wellbeing. through the prism of the SDT viewpoint on psychological prerequisites. Using standardized tools, questionnaire surveys were used to gather data. Structural Equation Modeling was used to investigate the theories pertaining to 322 northern Indian hotel staff. Workplace spirituality and employee well-being were positively associated; workforce agility and organizational identification served as mediating factors. The COVID-19 pandemic has had a negative impact on the mental health and welfare of hospitality workers due to significant economic uncertainty and challenges. To promote flexibility, adaptability, and a timely reaction to disruptive events, supportive organizational practices and structures must exist. Hotels offered their staff psychological and emotional help during the crisis. The first study to examine the relationship between hotel workers' well-being and workplace spirituality also showed that spirituality had a good effect on workers' agility and sense of belonging to the organization. Examining significant elements that affected employees' health and safety in the long run will help us have a better discussion about the hospitality tragedy.

The concept of "workplace spirituality" has been recognised by **Rajput et al. (2022)** in both the academic and corporate sectors. The primary aspects of spirituality in the workplace were a sense of community, eloquent writings, and organisational beliefs and values, after deliberating on the faculty's comments. By placing spirituality at the core, one could not only assist contemporary individuals but also students. The correlation between workplace spirituality and

teacher job performance as measured by commitment and job satisfaction. Primary data for the study were obtained through the administration of a self-administered questionnaire. The utilised a convenient sample of 600 respondents, comprising instructional staff from both public and private educational institutions located in Delhi (National Capital Region). Modern statistical software and statistical literature were, in the present day, the primary contributors to the analysis and presentation of the derived results. In pursuit of accomplishing the research objective, EPT, CFA, and SEM were implemented. All null hypotheses were refuted, thereby confirming the correlation between spirituality in the workplace and work performance.

It was difficult to characterise "Workplace spirituality," according to **Rathee and Rajain (2020)**, as users had different perspectives. The interchangeability of spirituality and religion caused conflict. Workplace spirituality was not religion. Being spiritual at work meant connecting with oneself and the workplace. A fast-paced society caused employees anxiety, worry, and depression. When employees felt protected, supported, and free to speak up, working relationships, engagement, and security improved. Positive employee interactions, which could be measured by profitability, productivity, and quality, led more companies to incorporate spirituality. The increased interest in workplace spirituality and its potential advantages for employees required an assessment of relevant scholarship. Workplace spirituality affected organisational success, employee involvement, commitment, and job happiness. Additionally, other scientists' models were evaluated. These initiatives linked workplace spirituality (inner self, meaningful job, and community) to work attitudes. Much research used similar methods to uncover positive workplace spirituality results. Spiritual leadership may even affect workplace spirituality, according to some models. These models showed that workplace spirituality benefited employees using empirical and theoretical data. Management and future research implications were agreed upon.

In a study titled "Determining Job Satisfaction among the Faculty Members in Private Education Institutions," Hooda and Singh (2020) determined that three factors have an impact on faculty members' job satisfaction. These variables encompass the institutional working environment, the compensation that faculty members receive for their work, and their leadership style.

According to **Khatri and Gupta (2019)**, prior research has clearly demonstrated the significant influence that workplace spirituality has had on a range of positive behavioral and attitude outcomes. Owing to its beneficial financial effects on organizational growth and performance, spirituality in the workplace started to acquire traction in both academics and business. This study investigated how various demographic factors affected the prevalence of spirituality in the workplace. The study's findings showed that, in comparison to men, women scored lower on measures of sense of community and overall spirituality. In addition, male workers with ten to twenty years of experience outperformed female workers in terms of score. Moreover, people who classified as spiritual or religious did better on the SAW than people who did not identify with any religion. In addition to providing managerial implications for human resources experts and upper management to establish suitable actions and strategies, the research study indicated possible directions for further scholarly inquiry.

3. METHODOLOGY

The process by which information and data are collected to facilitate business decision-making is outlined in this procedure. Information may contain both contemporary and historical material and may be gathered through a variety of research methodologies, such as publication research and surveys. Since methodologies similarly vary from one issue to the next, it is crucial that the researcher tailor his approach to his subject.

3.1 Exploratory Research

Preliminary research that clarifies the precise nature of the issue at hand is referred to as exploratory research. It involves investigating a problem that has not been previously examined or investigated in depth. Typically conducted to gain a better understanding of the existing problem, this form of research rarely produces conclusive results.

3.2 Descriptive Research

The method by which the characteristics of the population or phenomenon under investigation are described is referred to as descriptive research. This research approach places greater emphasis on the "what" as opposed to the "why" of the subject under investigation.

3.3 SPSS

SPSS is an acronym for "Statistical Package for the Social Sciences." SPSS is also known as IBM. To examine statistical data, using the SPSS Statistics software package. IBM purchased it in 2009. A software program used for data analysis is called SPSS (Statistical Package for the Social Sciences). It facilitates the easy management, analysis, and visualization of data and is frequently used in academic, business, and research contexts to conduct statistical tests and generate graphs and reports.

3.4 Sample Size

The size of the sampling is 500 responses.

4. HYPOTHESIS

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

5. RESULTS & DISCUSSION

The multiple regression analysis that investigated the correlation between Work-Life Balance (WLB) and Spiritual Leadership was statistically significant. The preliminary examination of the data unveiled a positive trajectory, as evidenced by the regression coefficients which establish a connection between Spiritual Leadership and WLB. This finding implies that increased levels of Spiritual Leadership among employees are indicative of a more favourable work-life balance within an organisational setting. The null hypothesis is rejected at 5% level of significance. Nevertheless, additional investigation of the data is required to comprehensively comprehend the intricacies of this correlation and to ascertain possible moderating factors that might impact the magnitude of this association.

5.1 Multiple Regression of Spiritual Leadership on WLB

Work-life balance is the dependent variable in this regression, while the following are the independent factors:

1. Vision (X1)
2. Hope/Faith (X2)
3. Altruistic Love (X3)
4. Meaning/Calling (X4)
5. Membership (X5)
6. Organizational Commitment (X6)
7. Productivity (X7)

Table: 1 Multiple Regressions of Spiritual Leadership on WLB

Variables	Unstandardized Coefficients		Standardized Coefficient	t	Sig.
	β	Std. Error	β		
Constant	26.023	1.537		19.367	0.000
Vision (X1)	.741	.126	.245	2.271	0.004
Hope/Faith (X2)	1.623	.245	.325	3.663	0.000
Altruistic Love (X3)	.865	.252	.167	3.063	0.000
Meaning/Calling (X4)	-.103	.204	-.007	-.032	0.521
Membership (X5)	.561	.177	.316	6.46	0.000
Organizational Commitment (X6)	1.07	.302	.127	3.41	0.002
Productivity (X7)	.824	.282	.176	3.18	0.001
Multiple R value	0.643				
R square	0.423				
F value	114.056				

Significance at 5% level

Table 1 shows the model that attempts to explain the effect of spiritual leadership variables on work-life balance of educational sector employees is statistically significant ($R^2=0.423$; $F=114.056$; $p=0.000$). According to the R^2 value, spiritual leadership has the potential to account for 42.3% of the variation in work-life balance. The Meaning/Calling variable for work-life balance has a negative effect on work-life balance ($\beta = -.103$, $p < 0.521$), even though the model fit was significant overall. Vision, Hope/Faith, Altruistic Love, Membership, Organizational Commitment, and Productivity had a significant impact on job satisfaction (Vision $\beta = .741$, $p = 0.004 < \alpha = 0.005$; Hope/Faith $\beta = 1.623$, $p = 0.000 < \alpha = 0.005$; Altruistic Love $\beta = .865$, $p = 0.000 < \alpha = 0.005$; Membership $\beta = .561$, $p = 0.000 < \alpha = 0.005$; Organizational Commitment $\beta = 1.07$, $p = 0.002 < \alpha = 0.005$; Productivity $\beta = .824$, $p = 0.001 < \alpha = 0.005$). The results of the regression analysis indicate that spiritual leadership affects work-life balance. The regression model demonstrates that the variables of spiritual leadership positively influence work-life balance. One could argue that greater spiritual leadership results in greater work-life balance.

The multiple regression equation

$$Y = 26.023 + .741X_1 + 1.623X_2 + .865X_3 + -.103X_4 + .561X_5 + 1.07X_6 + .824X_7$$

The coefficient of X_1 in the previous equation, with all other variables held constant, is 0.741, illustrating the partial effect of vision on work-life balance. The expected positive sign suggests that this influence is good since the work-life balance score rises by 0.741% for every unit gain in vision. A 5% threshold of significance is applied to this coefficient value. The coefficient of X_2 in the above equation, which represents the partial impact of hope and faith on work-life balance, is 1.623 with all other variables kept constant. With the work-life balance score increasing by 1.623% for every unit increase in hope or faith, the anticipated positive sign indicates that this impact is positive. There is a 5% threshold of statistical significance for this coefficient value. When all other variables in the above equation are held constant, the coefficient of X_3 , which is .865, represents a partial impact of altruistic love on work-life balance. With the work-life balance score increasing by .865 units for every unit increase in altruistic love, the anticipated positive sign indicates that this impact is positive. There is a 5% threshold of statistical significance for this coefficient value. The coefficient of X_4 in the previous equation, which is -.103, represents the partial influence of Meaning/Calling on work-life balance when all other variables are held constant. With the work-life balance score falling by -.103 for every unit rise in Meaning/Calling, the anticipated negative sign indicates that this impact is negative; nonetheless, the coefficient value is not statistically significant. The coefficient of X_5 in the above equation, when all other factors are held constant, is 0.561, indicating that Membership has a partial impact on WLB. With the WLB score rising by 0.561 points for every unit increase in membership, the projected positive sign indicates that this influence is beneficial. At the 5% level, this coefficient value is statistically significant. When all other variables are held constant, the partial impact of organizational commitment on work-life balance is shown by the coefficient of X_6 , or 1.07, in the equation above. The anticipated positive sign suggests that this impact is helpful since the work-life balance score increases by 1.07 units for every unit rise in organizational commitment. There is a 5% threshold of statistical significance for this coefficient value. The coefficient of X_7 in the following equation, when all other variables are held constant, is .824, indicating a partial relationship between productivity and WLB. With the work-life balance score increasing by 0.824 units for every unit increase in productivity, the projected positive sign indicates that this influence is beneficial. At the 5% level, this coefficient value is statistically significant. At the five percent significance threshold, the null hypothesis is rejected.

Based on coefficient value, X_2 (Hope/Faith) is the most vital factor to improve work-life balance followed by X_6 (Organizational Commitment), X_3 (Altruistic Love), X_7 (Productivity), X_1 (Vision), X_5 (Membership).

6. CONCLUSION

Consequently, this sheds light on the connections between spiritual leadership and work-life balance in the Delhi-National Capital Region school sector. A combination of qualitative and quantitative studies showed that spiritual leadership behaviors like compassion, integrity, and mindfulness have a favorable effect on educators' views of work-life balance. Within the educational profession, leaders who foster a sense of community, support purpose-driven work, and assist with personal growth are linked to higher levels of fulfillment in terms of work-life balance. The ramifications of these findings highlight the necessity of incorporating spiritual leadership practices within educational leadership frameworks in order to enhance employee wellbeing and organizational outcomes. Education leaders in the Delhi-NCR and elsewhere can then use these insights to create strategies that help their staff members achieve a more harmonic balance between work and personal life. As a result, this encourages the growth of a more favorable and fruitful environment in the educational sector.

Financial Interest

There is no financial interest.

Conflict of interest

There is no conflict 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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