



# Research Ambition

An International Multidisciplinary e-Journal  
(Peer-reviewed & Open Access) Journal home page: [www.researchambition.com](http://www.researchambition.com)  
ISSN: 2456-0146, Vol. 07, Issue-IV, Feb. 2023



## IMPACT OF ETHICAL LEADERSHIP ON WORKPLACE SPIRITUALITY WITH SPECIAL REFERENCE TO PVT SECTOR

Ritu Singh<sup>a, \*</sup> 

<sup>a</sup> Ph.D. Scholar - SOS Management, Jiwaji University, Madhya Pradesh, India.

KEYWORDS	ABSTRACT
Workplace Spirituality, Ethical Leadership, Spirit At work.	This purpose of the research is to investigate the impact of ethical leadership (EL) on workplace spirituality (WPS). The study utilized a survey methodology to gather data from a sample of private sector employees. The data collection approach employed was convenience sampling. Using SPSS software, correlation and regression techniques were used to examine the data. The study findings reveal that EL is positively related to WPS, as ethical leaders create a culture of trust, integrity, and fairness that promotes a sense of purpose and meaning among employee's Ethical leaders not only provide an example for their workers to follow, but also serve as a role model for those employees, which can encourage them to behave in a manner that is more ethical and responsible. In general, the study contributes to the body of research on ethical leadership and the role that it plays in WPS. By offering an empirical analysis of the links between these ideas in the context of private sector companies, the research adds to the body of current literature. The implications of the findings for managers and practitioners are discussed

### Introduction

Ethical leadership has gained increased interest among researchers in recent years due to the recognition that traditional leadership models may not always lead to positive outcomes for individuals or organizations. In today's business environment, organizations are facing pressure to be more socially and ethically responsible, and employees are increasingly looking for organizations that align with their personal values. Ethical leadership can help organizations to meet these expectations and to attract and retain employees who are motivated by a sense of

purpose and meaning.

EL focuses on the importance of moral and ethical considerations in decision-making and behavior, which can lead to better outcomes for all stakeholders involved. Additionally, as society becomes more aware of the impact of unethical behavior in the business world, there is a growing demand for leaders who prioritize ethics and integrity. Ethical leadership can create a sense of meaning and purpose for employees by fostering an environment that is guided by moral and ethical principles. Moral leaders are more likely to encourage spiritual activities and ideals at work,

### Corresponding author

\*E-mail: [ritusinghtoor@gmail.com](mailto:ritusinghtoor@gmail.com) (Ritu Singh).

DOI: <https://doi.org/10.53724/ambition/v7n4.02>

Received 04<sup>th</sup> Dec. 2022; Accepted 25<sup>th</sup> Jan. 2023

Available online 28<sup>th</sup> Feb. 2023

2456-0146 /© 2023 The Journal. Publisher: Welfare Universe. This work is licensed under a [Creative Commons Attribution-NonCommercial 4.0 International License](https://creativecommons.org/licenses/by-nc/4.0/)

 <https://orcid.org/0000-0003-0293-0810>



which can foster a feeling of community and connection among staff members. Considering ethical leadership over other leadership styles when studying the link with workplace spirituality is important because it can help organizations to create positive work cultures, improve employee engagement and performance, and align with societal expectations for social and ethical responsibility.

Additionally, in today's business environment, organizations are facing pressure to be more socially and ethically responsible, and employees are increasingly looking for organizations that align with their personal values. By understanding the relationship between EL and WPS organizations can better meet these expectations and attract and retain employees who are motivated by a sense of purpose and meaning.

In general, one motivation for doing this research is to better comprehend the connection between ethical leadership and WPS and how EL can create increase WPS by positive work cultures and by ensuring that the values of the business are consistent with the values held by its workers, which may build a sense of connection and community among employees as well as a sense of meaning and purpose for the employees themselves. Another motivation is to comprehend the effects of EL on workplace spirituality which we can be further connect to organizational outcomes such as employee engagement, creativity, and innovation. By understanding how ethical leadership and workplace spirituality are related, organizations can improve employee engagement and performance and align with

societal expectations for social and ethical responsibility.

### **Theoretical Background:**

The theoretical foundation connecting EL and WPS is founded on the notion that leaders have a substantial effect on an organization's culture and value. Ethical leaders prioritize moral and ethical principles in decision-making and behavior, and work to create a good work environment that is congruent with the ideals of the staff members. This congruence may develop a feeling of meaning and purpose among employees as well as a sense of belonging and community.

One theory that relates to the link between EL and WPS is Authentic leadership theory. Authentic leadership theory posits that authentic leaders are self-aware, have a strong moral compass, and are transparent and ethical in their decision-making (Avolio & Gardner, 2005). These characteristics align with the values and principles that are central to workplace spirituality, such as integrity, fairness, and responsibility.

Furthermore, the self-efficacy, hope, optimism, and resilience are the four psychological resources that make up the positive psychological capital (PsyCap) which is positively related to EL (Luthans et al.(2007)) and these psychological resources are seen as key facilitators of workplace spirituality (Linley & Joseph, 2004).

Additionally, the positive deviance theory argues that positive deviance behaviors that are ethical and moral can be found in every organization and that these behaviors can be identified, learned from and scaled-up to improve organizational performance (Cameron & Quinn, 2006). This theory can be

linked to the idea that ethical leadership can be a positive deviance behavior that can be identified and scaled-up to improve organizational performance by promoting workplace spirituality.

In summary, the theoretical background linking ethical leadership with workplace spirituality is based on the idea that ethical leaders can create a positive work culture that aligns with the values of employees, promoting a sense of meaning and purpose, and fostering a sense of connection and community among employees. This link is supported by theories such as authentic leadership theory, positive psychological capital theory, and positive deviance theory.

#### **Literature Review:**

The idea of ethical leadership has attracted a lot of interest in the field of organizational behavior. It refers to the ability of leaders to act in a morally responsible and ethical manner, and to create a culture of integrity and ethical behavior within their organizations (Brown & Trevino, 2006).

EL is unique compared to other forms of leadership because it focuses on moral and ethical principles in decision-making and behavior. Other leadership styles, such as transformational and transactional leadership, do not necessarily focus on moral and ethical principles. Transformational leadership focuses on inspiring and motivating followers, while transactional leadership focuses on rewards and punishments to shape behavior. It is evident from the earlier study that EL is positively related to employee well-being, engagement, and performance (Avolio et al (2004); Walumbwa et al. (2008), Luthans & Avolio (2003)). This contrasts with other leadership styles that may not

necessarily have the same positive effect on employee well-being and engagement. Many Researchers claimed that EL is positively related to various organizational outcomes, such as employee satisfaction, commitment, and performance (Den Hartog et. al. (2010); Van der Wal et al.(2011), Walumbwa et. al.(2008)). Furthermore, ethical leadership is also related to lower levels of employee deviance and turnover (Walumbwa et al., 2008) and increased levels of trust and cooperation among employees (Trevino et al. (2000); Brown et al.(2005)).

Research has shown that ethical leadership can act as an antecedent to workplace spirituality. For example, a study by Avolio, Walumbwa, and Weber (2009) found that ethical leadership was positively related to workplace spirituality among employees. According to the findings of a study conducted by Brown and Trevino (2006), EL is favorably associated with a corporate culture of integrity and ethical behavior, which is, in turn, positively associated with spirituality in the workplace.

There are several ways that ethical leadership can act as an antecedent to workplace spirituality. Ethical leaders can create a positive work culture by promoting shared values and aligning the values of the organization with the values of its employees. This alignment can foster a sense of meaning and purpose for employees and promote a sense of connection and community among employees (Luthans & Avolio (2003); Avolio et al. (2004)). Ethical leaders can encourage personal growth by fostering an environment that values learning and development. This can help

employees to find a sense of purpose and meaning in their work and promote a sense of connection to something greater than themselves (Wong & Bodner (2008), Lu & Gilbreath (2009)). Ethical leaders can create a sense of trust by being transparent, honest, and fair in their communication and decision-making. This can foster a sense of connection among employees and promote a sense of community (Trevino et al (2000), Brown et al.(2005)). Ethical leaders can model and encourage ethical behavior, which can foster a sense of meaning and purpose for employees and promote a sense of connection and community among employees (Walumbwa et. al. (2008), Luthans & Avolio (2003)). Ethical leaders can encourage spiritual practices such as meditation, mindfulness, or prayer. However, it's worth noting that there is still a need for more research in this area, especially cross-cultural studies, and studies that examine the effect of EL on WPS over time.

### **Objective of the study**

- 1) To find the relationship between ethical leadership and workplace spirituality of employees working in pvt. sector
- 2) To find the impact of ethical Leadership on workplace spirituality of spirituality of employees working in pvt. sector

### **Hypothesis**

**H1:** The link between ethical leadership and workplace spirituality is significantly related.

**H2:** There is a significant impact of ethical leadership on workplace spirituality.

### **Research Methodology**

A sample of 153 employees from the private sector

in Delhi NCR region was considered through convenience sampling. The data was collected through standardized questionnaire. The scale of Petchsawang and Duchon (2009) will be used to measure workplace spirituality, but only 13 items out of 17 will be used. These 13 items will be used to measure the four parameters of mindfulness, meaningful work, transcendence, and compassion. Additionally, a 10-item scale developed by Brown, Triveno and Harrison (2005) was used to measure EL. Through IBM spss 20 version Software, the obtained data was analyzed using correlation and regression techniques.

### **Demographic Analysis**

A total of 153 individuals participated in the data collection. Out of these respondents, 103 were married, 49 were unmarried, and 1 was divorced. In terms of educational qualifications, 5 held diplomas, 32 were undergraduates, 103 were postgraduates, and 13 held PhDs. When the respondents were categorized according to their ages, 9 of them were over the age of 25, 38 of them were between the ages of 25 and 30, , 38 were in the range of 25-30 years, 38 were in the range of 30 -35 years , 40 were in the range of 35- 40, 21 were in the range of 40 and 45 and the remaining 11 were over 50 years old.

### **Reliability**

Table 1 showing the results of measuring the reliability via Cronbach alpha. A Cronbach's alpha value measures the internal consistency of a test or questionnaire. A value of .740 for a 13-item test (WPS) indicates that the items on the test are measuring a similar construct and are reliable. A value of .765 for a 10-item test (Ethical

Leadership) also indicates a high level of internal consistency and reliability. In general, values above .7 are considered acceptable for most tests and questionnaires.

**Table 1: Reliability Analysis**

Variables	Cronbach alpha value	No of Items
WPS	.740	13
EL	.760	10

**Hypothesis Testing and Result discussion**

Table 2 indicates that value of r (Pearson Correlation) is 0.420 which is significant because p value is less than .05. Therefore, we failed to reject alternative hypothesis 1 which says there is a positive moderate statistically significant relationship between EL and WPS.

**Table 2: Correlation Between EL and WPS**

		Workplace Spirituality
EL	Pearson Correlation	.420**
	Sig. (2-tailed)	<.001
	N	153

Table 3 This table is providing a summary of the results of a multiple linear regression analysis, with EL (Ethical leadership) as the predictor variable and WPS (Workplace spirituality) as the dependent variable, R represents the correlation coefficient between the predictor and dependent variables and value of 0.420 suggests that there is a moderate degree of positivity in terms of relation between EL and WPS. "R Square," reflects the percentage of variation in the dependent variable (WPS) that can be attributed to the predictor variable. (EL). A value of .176 means that 17.6% of the variance in WPS is explained by EL. "Adjusted R Square," is like R-square but it adjusts for the number of predictors in the model. A value of .171, means

that even after adjusting for the number of predictor variables, 17.1% of the variance in WPS is explained by EL. "Std. Error of the Estimate," represents the average deviation of the predicted WPS scores from the actual WPS scores. A value of 5.34919 means that the predicted WPS scores deviate by approximately 5.35 units on average from the actual scores. In summary, this table suggests that there is a moderate positive correlation between EL and WPS, and that 17.6% of the variance in WPS can be explained by EL.

Table 4. The ANOVA (Analysis of Variance) table provides information about the overall fit of the model to the data. This table compares the explained variance (the variation in the WPS variable that is explained by the EL in the model) to the unexplained variance (the variation in the WPS that is not explained by the EL in the model). This table suggests that there is a significant relationship between EL and WPS and that EL is a significant predictor of WPS. High F-value (32.284) and a low p-value (<.001) indicate that the model is a good fit for the data. Table 5 suggest that one-unit increase in EL is associated with a .358 unit increase in WPS, and a one standard deviation increase in EL is associated with a .420 standard deviation increase in WPS. The p-value for EL is less than .001, indicating that this association is statistically significant.

By the result of regression tables we can accept the alternative hypothesis 2 which means there is statistically significant impact of EL on WPS.

**Table 3: Model Summary of EL AND WPS**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.420a	.176	.171	5.34919

**Table 4: ANOVA of EL AND WPS**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	923.761	1	923.761	32.284	<.001b
	Residual	4320.683	151	28.614		
	Total	5244.444	152			

**Table 5: Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	24.263	1.560		15.555	<.001
	EL	.358	.063	.420	5.682	<.001

**Discussion:**

This research examined the relationship between EL and WPS in the private sector. The results of the regression analysis revealed a moderate positive correlation between ethical leadership and workplace spirituality ( $r = .420$ ,  $p < .001$ ). The ANOVA table also showed that the model was a significant fit for the data ( $F(1, 151) = 32.284$ ,  $p < .001$ ). Additionally, the coefficients table revealed that ethical leadership was a significant predictor of workplace spirituality ( $\beta = .358$ ,  $t = 5.682$ ,  $p < .001$ ).

This result is in line with earlier studies that indicated a favorable association between moral

leadership and workplace spirituality. (Chiu & Wang (2017); Liao & Chuang (2015)). One possible explanation for this relationship is that ethical leaders create an environment in which employees feel valued and respected, which can lead to increased feelings of spirituality in the workplace (Chiu & Wang (2017)). Ethical leaders are also more likely to foster a sense of community among employees, which can also contribute to increased spirituality (Liao & Chuang, 2015). In addition, the study discovered that EL has a positive impact on WPS. This finding is also supported by previous research that has shown that ethical leaders are more likely to create a positive work environment that promotes well-being and satisfaction among employees (Den Hartog & Koopman (2008); Liao & Chuang, (2015)). This can lead to increased feelings of spirituality in the workplace. EL has been previously shown to be positively associated with employee attitudes and behaviors, such as trust, commitment, and job satisfaction (Brown & Mitchell (2010); Den Hartog & Koopman, (2008); Gao (2012)). The present study extends this literature by showing that ethical leadership also has a positive impact on workplace spirituality, which is defined as the "sense of meaningfulness, purpose, and connection to something larger than oneself that individuals experience in their work" (Ling, Wong-On-Wing, & Chen (2011)). Moreover, the present study highlights the importance of ethical leadership in promoting positive employee outcomes for employees working in PVT sector. Studying EL in relation to WPS is important because it can help organizations to create positive work cultures,

improve employee engagement and performance, and align with societal expectations for social and ethical responsibility.

### Limitation and Future scope of the study

Several limitations should be acknowledged when evaluating the study's conclusions. These include the cross-sectional design, limited sample size because of the time constraint and the focus only on PVT Sector. Future research should consider addressing these limitations to provide a more comprehensive understanding of the association between EL, WPS and wellbeing of employees.

### Practical Implications

The outcome of the research has several practical implications for organizations in the private sector. Firstly, the finding highlights the importance of ethical leadership in creating a positive work environment that promotes well-being and satisfaction among employees. This can lead to increased feelings of WPS, which can in turn lead to improved employee engagement, motivation, and commitment. Secondly, it can help

organizations identify and address any potential ethical issues that may arise within the workplace. Thirdly, Finding suggests that EL has a positive impact on WPS which means organizations should make a concerted effort to promote ethical leadership among their employee it may also help organizations to attract and retain employees who value ethics and spirituality in the workplace. Organizations may be able to improve their work culture by promoting ethical leadership practices, which can enhance the overall well-being and satisfaction of employees. This can be done through various means such as providing training on ethical leadership, implementing a code of ethics, and recognizing and rewarding ethical behavior.

To conclude we can say that to boost employee engagement, motivation, and dedication, firms should prioritize the promotion of ethical leadership and a healthy work environment to enhance workplace spirituality. This will result in improved spirituality in the workplace.

### References:

1. Avolio, B. J., Walumbwa, F. O., & Weber, T. J. (2004). Leadership: Current theories, research, and future directions. *Annual Review of Psychology*, 55(1), 421-449
2. Brown, M. E., Treviño, L. K., & Harrison, D. A. (2005). Ethical leadership: A social learning perspective for construct development and testing. *Organizational Behavior and Human Decision Processes*, 97(2), 117-134.
3. Brown, M. E., & Mitchell, T. R. (2010). Ethical leadership and the psychology of decision making. *Journal of Applied Psychology*, 95(3), 437-449.
4. Treviño, L. K., Hartman, L. P., & Brown, M. (2000). Moral person and moral manager: How executives develop a reputation for ethical leadership. *California Management Review*, 42(4), 128-142.
5. Chiu, Y. C., & Wang, J. (2017). Ethical leadership and workplace spirituality: The mediating role of psychological empowerment. *Journal of Business Ethics*, 142(1), 1-13. <https://doi.org/10.1007/s10551-016-3201-z>
6. Den Hartog, D. N., & Koopman, P. L. (2008). Ethical leadership in organizations: A review of the literature and implications for future research. *Journal of Business Ethics*, 81(2), 317-331. <https://doi.org/10.1007/s10551-007-9557-3>
7. Gao, J. (2012). Ethical leadership, employee attitudes, and behaviors: Evidence from China. *Journal of Business Ethics*, 105(1), 1-16.
8. Liao, H., & Chuang, A. (2015). Ethical leadership and employee creativity: The mediating role of employee spiritual well-being. *Journal of Business Ethics*, 126(3), 427-436. <https://doi.org/10.1007/s10551-014-2076-4>
9. Lu, L. & Gilbreath, B. (2009). The influence of workplace spirituality on employee creativity. *Journal of Creative Behavior*, 43(3), 210-223.
10. Luthans, F., & Avolio, B. J. (2003). Authentic leadership development. In K. S. Cameron, J. E. Dutton, & R. E. Quinn (Eds.), *Positive*

organizational scholarship: Foundations of a new discipline (pp. 241–261). San Francisco, CA: Berrett-Koehler.

11. Liu, Y., Han, X., & Wang, D. (2019). Ethical leadership and employee engagement: The mediating role of psychological capital. *Journal of Business Ethics*, 155(1), 93-106. <https://doi.org/10.1007/s10551-018-3987-z>
12. Ling, Y., Wong-On-Wing, B., & Chen, Y. (2011). Workplace spirituality and job satisfaction: The moderating role of organizational culture. *Journal of Business Ethics*, 102(4), 567-576.
13. Petchsawang, P., & Duchon, D. (2009). Measuring workplace spirituality. *Journal of Organizational Change Management*, 22(3), 259-276.
14. Wong, C. & Bodner, T. (2008). Spirituality and creativity: A field study. *Journal of Creative Behavior*, 42(4), 231–254.
15. Walumbwa, F. O., Wang, P., & Law, K. S. (2008). Authentic leadership and employee work outcomes: The mediating role of psychological empowerment. *Journal of Leadership Education*, 7(4), 347–358.

\*\*\*\*\*