

Integrating Ancient Indian Wisdom in Modern Business: The Role of Spiritual Leadership, Workplace Spirituality, Ethical Governance, and Corporate Social Responsibility in Organizational Transformation

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Abstract

The growing complexities of organizational sustainability have intensified the demand for leadership models that emphasize values-driven decision-making, meaningful purpose, and human-centered management. Drawing on the profound insights of ancient Indian wisdom, this study explores the influence of spiritual leadership, workplace spirituality, ethical governance, and corporate social responsibility (CSR) on organizational transformation.

Adopting a quantitative research methodology, the study employed a structured questionnaire to collect primary data from 407 professionals across Tier-1 cities in India. The instrument incorporated validated scales to measure spiritual leadership, workplace spirituality, inner wisdom, innate human qualities, CSR, and organizational transformation. Correlation and regression analyses were conducted to evaluate the predictive relationships between these constructs in the context of responsible and sustainable business practices.

The findings highlight the potential of integrating ancient Indian philosophical perspectives with modern management approaches to strengthen leadership, enhance employee engagement, and promote long-term organizational development. The study offers valuable insights for both practitioners and scholars on fostering trust, commitment, and resilience by aligning leadership practices with enduring ethical and cultural principles.

Keywords: Spiritual Leadership, Workplace Spirituality, Ethical Governance, Corporate Social Responsibility, Organizational Transformation

Introduction

The modern corporate world is facing an existential dilemma how to sustain economic growth while maintaining ethical integrity and social responsibility (Ghosh, 2022a). Businesses that once thrived on profit maximization and shareholder value now find themselves entangled in ethical crises, leadership failures, and societal mistrust (da Silva Rebelo et al., 2021). The growing awareness of sustainability, corporate social responsibility (CSR), and workplace well-being has reignited discussions on value-based leadership and holistic management (Ghosh, 2022b). Western management theories, primarily

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focused on efficiency and competition, often neglect the spiritual and ethical dimensions of leadership (Sivakumar, 2009a). However, ancient Indian wisdom offers a robust alternative, emphasizing self-regulation, ethical governance, and service-oriented leadership.

"धर्ममेणहीनापशुभिःसमानाः।"

"Without Dharma (righteousness), humans are no different from animals."

This verse highlights the necessity of ethics and righteousness in all aspects of life, including business and leadership (Jandhyala & Kumar, 2023). A corporate system driven solely by financial gain, devoid of ethical foundations, eventually collapses under the weight of its own misdeeds. The integration of spiritual leadership, workplace spirituality, and ethical governance can provide businesses with a strong foundation for long-term sustainability (Muniapan, 2015a).

The Global Need for Ethical and Spiritual Leadership

The corporate landscape worldwide is undergoing significant transformations. The rise of environmental concerns, workplace stress, and corporate frauds has created an urgent demand for ethical business practices. While traditional leadership models focus on operational efficiency and profitability, they often fail to address deeper human needs purpose, fulfilment, and moral responsibility. Ancient Indian scriptures offer insights into sustainable leadership, emphasizing duty (dharma), wisdom (gyana), and selfless service (seva) (Muniapan, 2014).

"यथादीपोनिवातस्थोनेङ्गतेसोपमास्मृता।

योगिनोयतचित्तस्ययुञ्जतोयोगमात्मनः॥"

(Bhagavad Gita 6.19)

"Just as a lamp in a windless place does not flicker, so is the discipline of a wise leader whose mind remains steady in ethical and moral pursuits."

This shloka draws a parallel between a well-balanced leader and a steady flame, emphasizing the need for self-discipline and ethical decision-making in leadership. Business leaders who

cultivate inner stability and moral clarity are better equipped to navigate complex challenges without succumbing to unethical temptations.

India's Role in Ethical Business Practices

India has historically been a centre of knowledge, wisdom, and ethical philosophy. From the Arthashastra by Chanakya, which outlines principles of governance and economic ethics, to the Bhagavad Gita, which provides guidance on righteous leadership, Indian wisdom has long advocated for a balanced approach to material and spiritual success (Bisht, 2019a). The concept of "Vasudhaiva Kutumbakam" (The world is one family) is deeply embedded in Indian thought, reinforcing the idea that businesses must operate with a sense of collective welfare rather than individual greed (Bisht, 2019b).

"अयंनिजःपरोवेतिगणनालघुचेतसाम्।

उदारचरितानांतुवसुधैवकुटुम्बकम्॥"

(Hitopadesha 1.3.71)

"The narrow-minded think in terms of 'mine' and 'yours,' but the wise see the entire world as one family."

In today's interconnected global economy, businesses cannot function in isolation. Companies that prioritize social responsibility, ethical governance, and employee well-being tend to have higher trust, customer loyalty, and long-term success. The corporate world is beginning to acknowledge that ethical leadership is not just a philosophical ideal but a practical necessity (Sivakumar, 2009a).

Spiritual Leadership as a Framework for Modern Business

Spiritual leadership, as derived from ancient Indian philosophy, is not about religious beliefs but about cultivating self-awareness, wisdom, and ethical

responsibility (Binu Raj et al., 2023). It is about leading with integrity, balancing material ambitions with moral obligations, and ensuring that business decisions are aligned with a greater purpose (Vedula & Agrawal, 2024). Leaders who embody these qualities inspire loyalty, trust, and a sense of purpose among employees (Samul, 2024b).

"स्वभावनियतम्कर्मकुर्वन्नाप्रोतिकिल्बिषम्।"

(Bhagavad Gita 18.48)

"By performing one's natural duty without attachment to results, one remains free from sin."

This principle aligns with the modern concept of servant leadership, where leaders focus on serving their teams, fostering collaboration, and creating value beyond profits (Subhaktiyasa et al., 2024). The incorporation of workplace spirituality where employees find meaning in their work—enhances organizational commitment and productivity (Zou et al., 2023).

Workplace Spirituality

Workplace spirituality is gaining recognition as an essential component of modern business success. It refers to fostering a work culture that integrates mindfulness, ethical decision-making, and holistic well-being (Binu Raj et al., 2023). Employees today seek more than just financial compensation; they desire a sense of fulfilment and purpose. Research shows that organizations that prioritize workplace spirituality report higher employee engagement, reduced stress levels, and improved job satisfaction (Fajar et al., 2024).

"कर्मण्येवाधिकारस्तेमाफलेषुकदाचन।

माकर्मफलहेतुर्भूर्मातेसंगोऽस्त्वकर्मणि॥"

(Bhagavad Gita 2.47)

"You have the right to perform your duty, but never to the fruits of your actions. Let not the

result of work be your motive, nor be attached to inaction."

When organizations foster a culture where employees focus on excellence rather than external rewards, they cultivate a workforce that is motivated, ethical, and committed (Sivakumar, 2009b). Companies such as Infosys and Tata Group have demonstrated that integrating ethical leadership with workplace spirituality leads to long-term business success. (Kiranmayi & Jyothi, 2019)

Corporate Social Responsibility and Ethical Business Governance

Corporate Social Responsibility (CSR) has evolved beyond a compliance requirement to become a strategic business imperative. Indian philosophy has long emphasized the importance of social welfare and ethical governance. The concept of *Dharma* in Indian scriptures underscores that businesses must contribute to the greater good rather than merely pursuing profits (Ghosh, 2022b).

"परहितबसजिन्हकेमनमाहीं।

तिन्हकहुँजगदुर्लभकछुनाहीं॥"

(Ramcharitmanas, Uttarkand)

"For those who keep the welfare of others in their hearts, nothing is difficult in this world."

Businesses that integrate ethical and spiritual principles into their operations not only build stronger relationships with stakeholders but also ensure long-term sustainability. The application of ethical governance frameworks, transparent business practices, and socially responsible strategies aligns businesses with the principles of righteous conduct (Ghosh, 2022a).

Significance and Rationale of the Study

The significance of this research lies in its ability to

bridge the gap between ancient wisdom and contemporary business management. While modern corporate strategies often focus on short-term gains, ancient Indian teachings advocate for sustainable, long-term success rooted in ethical responsibility. This study explores how spiritual leadership, workplace spirituality, and CSR contribute to organizational transformation. The rationale for this research emerges from the growing realization that conventional business models, driven purely by economic objectives, are inadequate in addressing today's global challenges. Corporate scandals, unethical leadership, and employee dissatisfaction indicate a need for a leadership paradigm that goes beyond financial incentives. By integrating insights from Indian philosophy, this research proposes a management framework that aligns ethical responsibility with business excellence.

"यद्यदाचरति श्रेष्ठस्तत्तदेवतरो जनः।
स यत्प्रमाणं कुरुते लोकस्तदनुवर्तते॥"

(Bhagavad Gita 3.21)

"Whatever a great person does, others follow.
Whatever standards they set; the world adopts."

This study aims to highlight that true leadership is not just about managing resources but about creating a culture of wisdom, ethical integrity, and collective well-being. By integrating ancient Indian teachings with modern business principles, organizations can redefine corporate success in a way that benefits both businesses and society.

Literature Review

The evolving dynamics of the modern business environment have highlighted the need for ethical and value-driven leadership to ensure long-term sustainability and employee well-being (Vigdel et al., 2024). Ancient Indian wisdom, rooted in spiritual and ethical principles, offers profound insights that can guide organizational

transformation (Omoyajowo et al., 2024). Concepts such as Dharma (righteousness), Ahimsa (non-violence), Satya (truth), and Seva (selfless service) emphasize moral responsibility, ethical leadership, and collective well-being. Integrating these principles into modern business practices through spiritual leadership, workplace spirituality, and ethical governance fosters a more compassionate and purpose-driven organizational culture (Kaith & Sachdeva, 2024).

Spiritual Leadership

Spiritual leadership revolves around leading with integrity, empathy, and a higher purpose (Udahemuka et al., 2024). It emphasizes self-awareness, ethical behaviour, and emotional intelligence, enabling leaders to inspire and guide employees toward shared goals (Samul, 2024a). Unlike traditional leadership styles that focus solely on performance and profitability, spiritual leadership prioritizes employee well-being, meaningful work, and organizational harmony (Salim et al., 2024). In the context of ancient Indian wisdom, spiritual leadership draws heavily from concepts like Nishkama Karma (selfless action) and Sattvic leadership (pure and virtuous leadership) (Fettahlioğlu et al., 2025). Leaders who operate with selflessness and moral integrity create a work environment that fosters trust, collaboration, and innovation (Samul, 2024b). By aligning organizational goals with higher spiritual values, leaders can cultivate a culture of ethical decision-making and long-term sustainability (Liu et al., 2024). When employees experience a sense of purpose and belonging, their engagement and productivity increase, leading to overall organizational success (Fettahlioğlu et al., 2025).

Workplace Spirituality

Workplace spirituality refers to the integration of spiritual values, ethics, and mindfulness practices within the work environment (Binu Raj et al.,

2023). It focuses on creating a harmonious and meaningful workspace where employees find purpose and emotional fulfilment (*Farmanesh et al., 2021*). Unlike conventional workplace structures that prioritize competition and material gain, workplace spirituality emphasizes work-life balance, emotional well-being, and ethical collaboration (*Fajar et al., 2024*). Ancient Indian practices such as meditation, self-reflection, and mindfulness play a crucial role in fostering workplace spirituality. Practices like Vipassana meditation and Yoga enhance emotional intelligence and help employees manage stress and anxiety (*Ghasemi, 2022*). When organizations encourage mindfulness and self-awareness, employees are more likely to engage in ethical decision-making, collaboration, and creativity (*Srivastava et al., 2024*). Additionally, integrating values like compassion, kindness, and respect fosters a positive organizational culture, leading to improved employee satisfaction and retention (*Farajat & Salah, 2023*).

Ethical Governance

Ethical governance is centered on transparency, accountability, and fairness in decision-making processes (*Sivakumar, 2009c*). It ensures that organizational policies and practices are aligned with ethical principles and social responsibility. (S. Kumar, 2019) Ancient Indian philosophies provide a strong foundation for ethical governance through concepts like Dharma (righteousness), Satya (truth), and Ahimsa (non-violence) (*Muniapan, 2015a*). Incorporating these values into corporate governance enhances trust, fairness, and social responsibility (*Ghosh, 2022b*). For instance, leaders who practice ethical decision-making based on Dharma prioritize the welfare of all stakeholders, including employees, customers, and society at large. Ethical governance also involves innate human qualities and inner wisdom initiatives that contribute to community development, environmental sustainability, and

social justice. When organizations act with integrity and compassion, they not only gain the trust of stakeholders but also achieve long-term business success (*Ghosh, 2022a*).

Corporate Social Responsibility

Corporate Social Responsibility (CSR) has emerged as a key pillar in modern organizational strategy, reflecting a company's ethical obligation toward the broader society. In the Indian context, CSR holds a distinctive position due to the convergence of legal mandates, societal expectations, and cultural traditions. The introduction of Section 135 of the Companies Act, 2013, marked a watershed moment by making CSR activities mandatory for eligible firms. This legislative framework has led to a structured and accountable approach to social responsibility, encouraging businesses to invest in areas like education, healthcare, environmental sustainability, women's empowerment, and rural development.

CSR, when aligned with ancient Indian wisdom, transcends mere philanthropy. It becomes an expression of an organization's spiritual consciousness and ethical commitment to societal transformation (*Gokarna & Krishnamoorthy, 2022a*). This is especially relevant in the current era, where businesses are increasingly expected to act as responsible social actors rather than profit-maximizing entities. Companies that embrace CSR from this deeper philosophical perspective are more likely to integrate long-term sustainability goals, foster inclusive growth, and contribute meaningfully to community well-being.

Role of Inner Wisdom and Human Values

Inner wisdom refers to intuitive decision-making and self-reflection, which are essential for effective leadership and organizational transformation (*Li et al., 2022*). Ancient Indian traditions emphasize

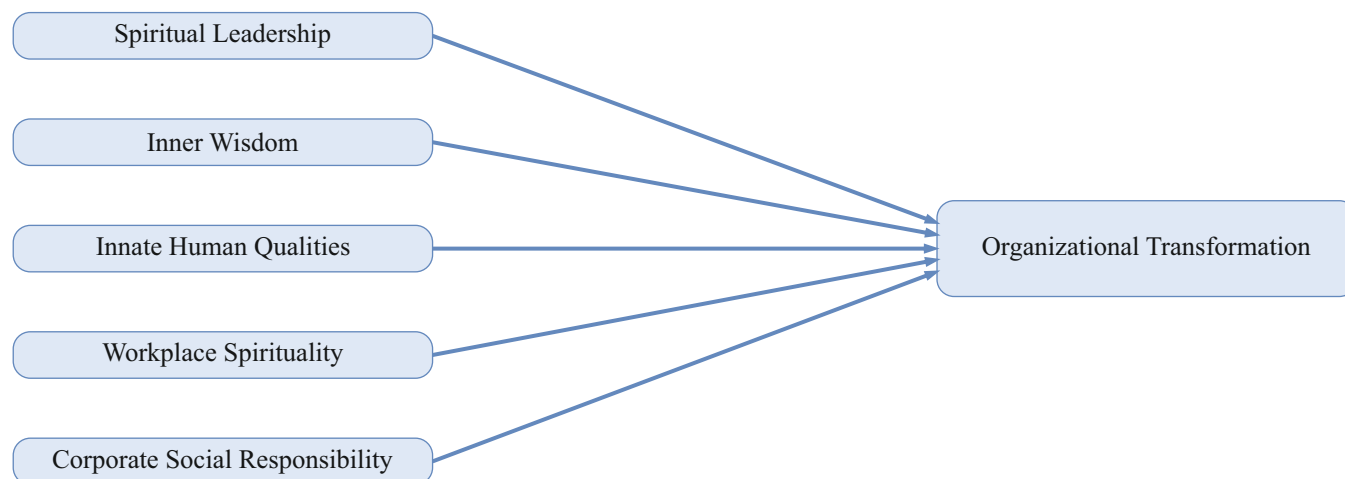
practices like meditation, mindfulness, and self-inquiry, which enhance emotional intelligence and ethical awareness (Mettler *et al.*, 2023). Leaders who engage in self-reflection are better equipped to make values-driven decisions and handle workplace challenges with compassion and resilience (Saltzman *et al.*, 2016). Integrating innate human qualities such as honesty, forgiveness, empathy, and humility into leadership practices fosters a positive work environment (Farajat & Salah, 2023). When leaders demonstrate kindness and respect towards employees, it enhances trust, collaboration, and psychological safety, leading to higher employee engagement and productivity (Gokarna & Krishnamoorthy, 2022b).

Organizational Transformation through Spiritual and Ethical Leadership

The integration of spiritual leadership and workplace spirituality plays a transformative role in shaping organizational culture (Udahemuka *et al.*, 2024). Organizations that adopt ethical business practices, promote employee well-being,

and prioritize social responsibility experience long-term growth and sustainability (Hao *et al.*, 2025). By aligning profitability with higher moral values, organizations can foster innovation, creativity, and employee loyalty. Furthermore, ethical governance ensures fairness, inclusivity, and accountability in decision-making processes (Thompson *et al.*, 2020). Leaders who lead with integrity and compassion not only gain the trust of employees but also contribute to societal well-being (Koul, 2025). This holistic approach to business transformation not only enhances organizational performance but also creates a positive social and environmental impact. Integrating ancient Indian wisdom into modern business practices through spiritual leadership, workplace spirituality, and ethical governance offers a sustainable and holistic approach to organizational transformation (Li *et al.*, 2022). By focusing on moral integrity, employee well-being, and ethical decision-making, organizations can foster a more compassionate, innovative, and purpose-driven work environment (Hvidt, 2022). This approach not only enhances organizational performance but also contributes to the greater good of society and the environment.

Proposed Model and Construct Development



(Developed by authors)

Figure1: Proposed Model

Table 1. Construct Item generation, Operational Definition Statement

Construct	Operational Definition	Item Code	Statement	Source
Spiritual Leadership	Spiritual leadership refers to the practices and behaviours exhibited by leaders that inspire and guide employees through self-awareness, moral integrity, ethical values, and the alignment of organizational goals with higher spiritual principles. It emphasizes fostering trust, empathy, a shared vision, and the development of a meaningful work environment for employees.	SL1	My organization's leadership emphasizes self-awareness, moral integrity, and personal growth.	(Anderson & Sun, 2017)
		SL2	Leaders in my organization support employees in finding meaning and purpose in their work.	(Fry et al., 2017)
		SL3	Leadership effectiveness improves when guided by values like Dharma (righteousness) and Ahimsa (non-violence).	(M. Yang & Fry, 2018)
		SL4	The leadership in my organization fosters trust, empathy, and a shared vision among employees.	(Bayighom og & Araslı, 2019)
		SL5	Leaders inspire employees by aligning organizational goals with higher spiritual and ethical values.	(F. Yang et al., 2019)
Inner Wisdom	inner wisdom refers to the intuitive, reflective, and spiritual awareness that guides decision-making and problem-solving abilities. It involves practices like self-reflection, meditation, and introspection to enhance emotional intelligence, improve workplace performance, and contribute to leadership effectiveness through informed and intuitive decisions.	IW1	I regularly engage in self-reflection to enhance my decision-making abilities.	(Frey & Meera, 2017)
		IW2	Meditation and introspection improve my ability to handle workplace challenges effectively.	(Mabey et al., 2017; Van Dolder & Van Den Assem, 2018)
		IW3	Developing spiritual awareness enhances my problem-solving and conflict-resolution skills.	(Phan et al., 2020)
		IW4	A leader's ability to trust their intuition contributes to effective governance and decision-making.	(Van Dolder & Van Den Assem, 2018)

Innate Human Qualities	Innate human qualities refer to fundamental human virtues that shape leadership behaviours and organizational practices, including integrity, honesty, forgiveness, ethical decision-making, kindness, respect, and self-discipline. These qualities support the creation of a healthy, productive, and ethical workplace culture that fosters employee well-being and sustainable business practices.	IHQ1	Integrity and honesty are fundamental to effective leadership and ethical decision-making.	(Phan et al., 2020)
		IHQ2	The ability to forgive and move forward contributes to a healthy and productive workplace.	(Pellerin & Raufaste, 2020)
		IHQ3	Leaders who prioritize ethical values over short-term gains build long-term business sustainability.	(Garg, 2017)
		IHQ4	Integrating values like non-violence (Ahimsa) and self-discipline (Tapas) into leadership leads to ethical governance.	(Das et al., 2018; Rai, 2020)
		IHQ5	Demonstrating kindness and respect toward employees enhances workplace harmony and collaboration.	(F. Yang et al., 2019)
Workplace Spirituality	Workplace spirituality refers to the recognition and integration of spiritual principles and values in the work environment, where employees find purpose, meaning, and interconnectedness in their roles. It emphasizes work-life balance, ethical decision-making, holistic well-being, and creating a harmonious and sustainable work culture that aligns with higher moral and spiritual values.	WS1	My organization fosters a work environment where employees find meaning and purpose in their roles.	(Garg, 2017)
		WS2	My organization supports work-life balance by promoting holistic well-being.	(Joshi & Jain, 2016)
		WS3	Leadership emphasizes ethical decision-making that aligns with higher moral and spiritual values.	(Rastogi et al., 2023)
		WS4	Leaders in my organization promote a sense of interconnectedness and shared purpose among employees.	(Mukherjee et al., 2017)
		WS5	Spirituality at the workplace leads to a more ethical, harmonious, and sustainable work environment.	(Kumari et al., 2022)

Corporate Social Responsibility	Corporate Social Responsibility (CSR) refers to an organization's commitment to integrating ethical and socially responsible practices into its business strategy. It involves active contributions to society through charitable initiatives, environmental conservation, and engagement with local communities to create a positive social and economic impact. CSR reflects a long-term commitment to both societal well-being and sustainable business practices.	CSR1	My organization integrates ethical and socially responsible practices into its business strategy.	(Dyck et al., 2019)
		CSR2	My organization actively contributes to social welfare through charitable initiatives, education, or environmental conservation.	(White et al., 2019)
		CSR3	CSR activities in my organization go beyond compliance and reflect genuine concern for society and the environment.	(Albuquerque et al., 2019)
		CSR4	My organization engages with local communities to create a positive social and economic impact.	(Gillan et al., 2021)
		CSR5	Integrating spiritual and ethical wisdom into CSR enhances corporate governance and long-term business success.	(V. Kumar, 2024)
Organizational Transformation	Leadership and organizational transformation refer to the process through which leadership practices and organizational policies evolve to promote ethical responsibility, fairness, and long-term sustainability. It involves fostering employee engagement, adaptability, resilience, and inclusivity, with a focus on enhancing business success while navigating internal and external changes effectively.	OT1	A strong ethical foundation in leadership has enhanced employee engagement and commitment.	(Cetin, 2020)
		OT2	My organization balances profitability with ethical responsibility and long-term sustainability.	(F. Yang et al., 2019)
		OT3	Organizational policies are designed to ensure fairness, inclusivity, and ethical treatment of employees.	(Cetin, 2020)
		OT4	Spiritual and ethical leadership has contributed to long-term business resilience and success.	(Alvesson & Einola, 2019)
		OT5	Leadership practices in my organization encourage adaptability and long-term transformation.	(Sarkar, 2017)

Research Methodology

This study employs a quantitative research approach using primary data collection through a structured survey method. The research aims to examine the impact of spiritual leadership, workplace spirituality, and corporate social responsibility (CSR) on leadership effectiveness and ethical governance on employees working in different employment settings. Given the increasing emphasis on ethical business practices, this study adopts a systematic data collection and

analysis approach to ensure reliability and validity.

Research Design and Data Collection

The study follows a survey-based research design, utilizing a structured questionnaire as the primary tool for data collection. The questionnaire was developed based on validated scales from existing literature on ethical leadership, workplace spirituality, and corporate governance. To capture the depth of responses, a seven-point Likert scale was used, ranging from 1 = Strongly Disagree to 7 =

Strongly Agree.

The data collection period spanned from April 2024 to January 2025, covering major Tier-1 cities in India, including Mumbai, Delhi, Bengaluru, Chennai, Kolkata, Hyderabad, and Pune. The questionnaire was distributed to 490 professionals across various industries, and 450 responses were received, resulting in an initial response rate of 91.84%. After data cleaning, 407 responses were deemed complete and valid for analysis, ensuring a final response rate of 83.06%.

Sampling Technique and Sample Size Calculation

A probability sampling method was used to ensure the inclusion of a diverse range of industries and leadership roles. The sample size for this study was determined using Yamane's (1967) formula, which provides a systematic method for calculating an appropriate sample size while maintaining a specified confidence level and margin of error.

Given that the population size was assumed to be large for corporate leadership positions in Tier-1 cities, a margin of error of 5% (0.05) at a 95% confidence level was considered appropriate. Applying Yamane's formula, the calculation involved dividing the total number of distributed questionnaires, 490, by 1 plus the product of 490 and the square of the margin of error (0.05^2 or 0.0025). This resulted in 490 divided by 2.225, yielding a required sample size of approximately 220 respondents. However, to enhance the statistical reliability and generalizability of the findings, the study collected 407 valid responses, significantly exceeding the minimum requirement. The high response rate ensures that the data is representative of corporate professionals and enhances the credibility of the research findings.

A response rate of 83.06% is considered highly reliable for statistical analysis in social science research, ensuring that the collected data is representative of the target population.

Result and Discussion

Table 2. Demographic Profile of the Respondent

Demographic	Subcategory	Frequency	Percentage
Gender	Male	242	59.5
	Female	165	40.5
Age	21-27 years	30	7.4
	28-34 years	103	25.3
	35-41 years	130	31.9
	42-48 years	69	17.0
	49 years and above	75	18.4
Education Level:	Bachelor's Degree	169	41.5
	Master's Degree	39	9.6
	Professional	199	48.9
	Less than 1 year	30	7.4
Work Experience:	1-5 years	103	25.3
	6-10 years	130	31.9
	11-15 years	69	17
	More than 15 years	75	18.4
	IT & Software	30	7.4
	Finance & Banking	39	9.6
Industry Sector:	Healthcare	130	31.9
	Education & Research	133	32.7
	Manufacturing	75	18.4
	Entry-Level	30	7.4
	Mid-Level Manager	171	42.0
	Senior Manager/Director	62	15.2
	Executive	144	35.4

Table 2 presents the demographic characteristics of the respondents, covering gender, age, education level, work experience, industry sector, and position in the organization. Most of the respondents are male (59.5%), while females account for 40.5%. The age distribution indicates that most respondents fall within the 35-41 years category (31.9%), followed by 28-34 years

(25.3%). Educational qualifications show that 48.9% hold professional degrees, while 41.5% have a bachelor's degree. Regarding work experience, 31.9% have 6-10 years of experience, and 25.3% have 1-5 years. The industry representation is primarily from the education and research sector (32.7%), followed by healthcare (31.9%). In terms of organizational position, mid-level managers

form the largest group (42.0%), followed by executives (35.4%).

Table 3. Descriptive Statistics

Item	N	Min.	Max.	Mean	Std. Dev.	Reliability	VIF
SL1	407	1	7	4.43	1.815	.835	2.870
SL2	407	1	7	4.46	1.855	.835	2.816
SL3	407	1	7	4.48	1.828	.835	2.765
SL4	407	1	7	4.48	1.887	.835	2.669
SL5	407	1	7	4.80	1.800	.835	2.620
IW1	407	1	7	4.86	1.770	.834	2.739
IW2	407	1	7	4.82	1.840	.894	2.709
IW3	407	1	7	4.78	1.823	.835	2.325
IW4	407	1	7	4.53	1.531	.834	3.078
IHQ1	407	1	7	4.55	1.581	.834	3.854
IHQ2	407	1	7	4.56	1.588	.834	3.319
IHQ3	407	1	7	4.58	1.607	.894	3.326
IHQ4	407	1	7	4.61	1.625	.835	2.117
IHQ5	407	1	7	4.62	1.568	.835	2.376
WS1	407	1	7	4.67	1.787	.833	2.801
WS2	407	1	7	4.64	1.854	.893	2.962
WS3	407	1	7	4.72	1.811	.834	2.385
WS4	407	1	7	4.80	1.820	.934	2.495
WS5	407	1	7	4.71	1.844	.834	2.542
CSR1	407	1	7	4.73	1.868	.934	2.647
CSR2	407	1	7	4.64	1.874	.834	2.933
CSR3	407	1	7	4.73	1.786	.837	2.147
CSR4	407	1	7	4.75	1.761	.839	1.991
CSR5	407	1	7	4.72	1.825	.836	2.136
OT1	407	1	7	4.82	1.566	.834	3.600
OT2	407	1	7	4.76	1.607	.834	3.341
OT3	407	1	7	4.72	1.584	.835	2.640
OT4	407	1	7	4.81	1.564	.835	2.784
OT5	407	1	7	4.73	1.654	.839	2.881

Table 3 provides the descriptive statistics for various study variables, including sample size (N), minimum and maximum values, mean scores, standard deviation, reliability, and variance inflation factor (VIF). The mean values range between 4.4 to 4.8, suggesting that respondents generally provide positive ratings across the

constructs. The reliability coefficients are above 0.83, indicating strong internal consistency among the measurement items. The VIF values are within acceptable limits, confirming no significant multicollinearity issues among independent variables.

Table 4. Correlation Matrix

		SL	IW	IHQ	WS	CSR	OT
SL	Pearson Correlation	1	.597**	.349**	.457**	.359**	.331**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	407	407	407	407	407	407
IW	Pearson Correlation	.597**	1	.692**	.529**	.402**	.427**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	407	407	407	407	407	407
IHQ	Pearson Correlation	.349**	.692**	1	.490**	.386**	.450**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	407	407	407	407	407	407
WS	Pearson Correlation	.457**	.529**	.490**	1	.618**	.622**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	407	407	407	407	407	407
CSR	Pearson Correlation	.359**	.402**	.386**	.618**	1	.465**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	407	407	407	407	407	407
OT	Pearson Correlation	.331**	.427**	.450**	.622**	.465**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	407	407	407	407	407	407

Table 4 presents the correlation coefficients among the study variables. The results show significant positive relationships between all variables. The highest correlation is observed between Workplace spirituality (WS) and Corporate Social Responsibility (CSR) ($r = 0.618$, $p < 0.01$), followed by WS and Organizational transformation

(OT) ($r = 0.622$, $p < 0.01$). These strong correlations suggest that employee satisfaction and trust are closely linked with organizational responsibility and work-related factors. While all correlations are statistically significant, none exceed the multicollinearity threshold, ensuring the robustness of regression analysis.

Table 5. Model Summary for Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.650a	.423	.415	4.98031	.423	58.687	5	401	.000

Table 5 provides the model summary of the regression analysis. The R-squared value of 0.423 indicates that 42.3% of the variance in the dependent variable (OT) is explained by the independent variables (CSR, SL, IHQ, WS, and

IW). The adjusted R-squared value (0.415) confirms that the model remains robust after accounting for the number of predictors. The standard error of the estimate (4.98) suggests a reasonable level of prediction accuracy.

Table 6. ANOVA Results for Regression Analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7278.160	5	1455.632	58.687	.000b
	Residual	9946.179	401	24.803		
	Total	17224.339	406			

The ANOVA results in Table 6 confirm that the regression model is statistically significant, with an F-value of 58.687 and a p-value of 0.000. This indicates that the independent variables collectively explain a significant proportion of the variance in organizational transformation (OT). The total sum of squares is 17,224.339, with the regression sum of squares at 7,278.160, showing that the model accounts for a substantial part of the

variability in the dependent variable. The residual sum of squares (9,946.179) suggests that while the model is effective in predicting OT, some unexplained variance remains. The results support the hypothesis that workplace spirituality (WS), corporate social responsibility (CSR), and innate human qualities (IHQ) significantly contribute to trust-building within organizations.

Table 7. Coefficients of Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	7.595	1.154		6.582	.000	5.326	9.863
	SL	.013	.042	.016	.319	.750	-.069	.096
	IW	.018	.074	.015	.247	.805	-.128	.164
	IHQ	.163	.053	.169	3.087	.002	.059	.267
	WS	.398	.046	.461	8.576	.000	.307	.489
	CSR	.110	.052	.104	2.121	.035	.008	.211

The regression coefficients in Table 7 reveal the specific impact of each independent variable on organizational transformation (OT). Workplace spirituality (WS) has the strongest positive effect ($\beta = 0.461$, $p = 0.000$), indicating that employees who experience meaning, purpose, and ethical alignment in their work environment are more likely to develop trust in their organization. Corporate social responsibility (CSR) also positively influences trust ($\beta = 0.104$, $p = 0.035$), reinforcing the idea that ethical governance and socially responsible business practices enhance employee confidence in leadership. Innate human qualities (IHQ) contribute significantly ($\beta = 0.169$, $p = 0.002$), suggesting that ethical decision-making and emotional intelligence in leadership strengthen trust within the workplace.

On the other hand, spiritual leadership (SL) ($\beta = 0.016$, $p = 0.750$) and inner wisdom (IW) ($\beta = 0.015$, $p = 0.805$) do not show a statistically significant impact on organizational trust, as their p-values exceed the standard 0.05 threshold. This suggests that while these elements may shape workplace culture and ethical leadership, their direct influence on trust is not substantial in this model.

The findings highlight the critical role of workplace spirituality, corporate social responsibility, and ethical leadership qualities in fostering trust within organizations. Businesses that integrate these principles effectively can build a more engaged, committed, and trusting workforce, leading to long-term success and sustainability.

Conclusion

The findings of this study emphasize the significant role of workplace spirituality, corporate social responsibility, and innate human qualities in fostering organizational trust. The results demonstrate that employees develop greater trust in their organizations when they experience a sense

of purpose, ethical leadership, and corporate responsibility. Workplace spirituality emerged as the strongest predictor of trust, highlighting the importance of creating a work environment that aligns with employees' values and well-being. Similarly, corporate social responsibility was found to be a key driver, reinforcing the idea that ethical business practices and social accountability contribute to employee confidence and long-term organizational sustainability.

While spiritual leadership and inner wisdom did not show a direct impact on trust, their indirect influence on workplace culture and ethical decision-making should not be overlooked. Organizations aiming to enhance trust among employees should focus on integrating spiritual values into workplace practices while ensuring that ethical governance and responsible leadership remain at the forefront of business strategies.

This study underscores the relevance of ancient wisdom in modern business settings, demonstrating how ethical leadership, spirituality, and corporate responsibility contribute to sustainable organizational growth. By fostering a culture of trust, businesses can enhance employee engagement, strengthen leadership effectiveness, and ensure long-term success in an increasingly complex corporate landscape. Future research could explore the mediating effects of other leadership attributes and assess how these relationships evolve across different industries and cultural contexts.

Limitations and Future Studies

Despite the rigorous methodology employed in this study, certain limitations must be acknowledged. Firstly, the study relies on self-reported data collected through a survey, which may be subject to social desirability bias or respondents' subjective interpretations. Secondly, the research focuses on Tier-1 cities in India, limiting the generalizability of

findings to Tier-2 and Tier-3 cities or global corporate environments. While the study examines leadership effectiveness and ethical governance, external factors such as organizational culture, regulatory frameworks, and industry-specific dynamics were not explicitly analyzed.

Future studies could address these limitations by employing a mixed-method approach, incorporating qualitative interviews or case studies to gain deeper insights into leadership effectiveness and ethical governance. Additionally, longitudinal studies could be conducted to examine the long-term impact of spiritual leadership and workplace spirituality on organizational transformation and employee engagement. Expanding the research to include Tier-2 and Tier-3 cities, as well as global corporate settings, would enhance the generalizability of findings. Furthermore, future research could explore the moderating or mediating role of variables such as organizational culture, employee well-being, and industry-specific dynamics to provide a more comprehensive understanding of the relationship between ethical leadership and corporate sustainability.

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