

Servant Leadership in Action: A Study on Enhancing Workplace Spirituality in the Indian Banking Sector

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Abstract

The current article pursued to analyze the relationship between the servant leadership approach and workplace spirituality in the Indian banking sector, which is characterized by a highly distant power culture. The authors investigated the correlation between servant leadership and workplace spirituality construct (Meaningfulness, Interconnectedness, Value Alignment, and Innerness) among branch-level employees of India's leading public and private sector banking institutions. The Servant Leadership Survey (SLS) and Workplace Spirituality (WPS) questionnaires were administered to obtain complete information from a total of 280 respondents from Delhi and Delhi (NCR). Data analyses were performed using SPSS version 20. Simple Linear Regression evaluated the robustness of servant leadership's effect on workplace spirituality. The authors found a statistically significant association between servant leadership and workplace spirituality construct. The present study's outcomes can broaden the applicability of servant leadership research throughout different cultures and geographical regions, offering valuable insights to bankers concerning servant leadership's effectiveness in enhancing employee spiritual consciousness and professional fulfillment.

Key Words-Servant Leadership, Servant Leader, Workplace Spirituality, Spiritual Fulfillment, Spirituality in management

Introduction

The current century has witnessed modern professionals becoming highly contemplative about constantly questioning critical questions concerning their work and looking for a more profound significance in their profession (Karakas, 2010). Developing a passionate involvement in one's work in the twenty-first century will be an essential precondition for businesses to create a distinct competitive advantage (Kumar & Pansari, 2016; Burlacu & Mura, 2019). Scholars, experts, and psychologists of strategic management are increasingly intrigued by investigating this matter, as evidenced by the fact that reputable management groups such as the 'Management Academy' and the 'International Academy of Business Principles' have publicly declared their backing for the endeavors that support integrating spirituality at work. Workplace spirituality (WPS) has grown in popularity throughout the previous decades and into the current century, perhaps because of this evolutionary shift in human consciousness (Marques et al., 2005). The unfolded angle of WPS involves the transference of business ethics to business spirituality, a phenomenon where the workforce progresses toward fulfilling materialistic rewards and reaping spiritual survival at large (Indradevi, 2020). While well-established businesses may not encounter stiff external competition, but may nonetheless confront challenges arising from internal disorder. However, several worker-centric organizations (e.g., Google LLC, Starbucks, Aarti International, Cardone Industries, Excel Industries, Southwest Airlines, etc.) and associations in the current global business environment attribute their accomplishments to their underlying spiritual attitudes and effective leadership practices. Effective leaders can enhance the meaningfulness of the workplace through their service-oriented approach (Wong & Page, 2003). However, Liden et al. (2014) asserted that the effectiveness of servant leadership (SL) is contingent upon an organizational or national cultural context. The servant leadership approach would prove successful in a low-power gap tradition that values dignity and equitable treatment (House et al., 2004) rather than in a high-power gap society, which is characterized by an emphasis on conformity to legitimacy and a significant inequitable power distribution (Liden et al., 2014).

Historically, leadership research has strayed away from a greater emphasis on transformational leadership in support of a collaborative and interpersonal approach in which the reciprocity between leader and follower is essential. The increasing acceptance of SL demonstrates a transition to a more constructive, value-centered leadership style in

response to disruptive settings and shifting demographics in the workplace (Davis, 2017). However, according to Parris and Peachey (2013), most servant leadership literature has been theoretical or conceptual. The basic concept of 'servant as leader' (Sendjaya & Sarros, 2002) is a paradox, which is the primary explanation for the paucity of scholarship on servant leadership. Most academics studied SL using the pragmatic theories of social exchange, social learning, and identification as idealistic frameworks (Chughtai, 2016). Concerning empirical investigations, most researchers have preferred quantitative research designs. Approximately 156 of the 192 empirical researches reported between 1998 and 2018 employed a quantitative research method, while 28 employed a qualitative approach (three experimental, two meta-analytical, and remaining correlational), and eight employed a mixed methodology (Eva et al., 2019). Geographically, 39 of the world's 195 nations undertook empirical studies on SL (Olatunbode, 2021). According to Eva et al. (2019), researchers collected samples from the USA (64) and China (36) out of the 145 articles published in *The Leadership Quarterly*. The remaining 45 studies were administered in various other parts of the world. Africa comprised 12 studies from four nations and one from Nigeria. Existing qualitative studies (70 percent exploratory and 30 percent theoretically supported) characterize SL literature by (a) a single-case emphasis, (b) the Interview technique, (c) the Observation method, (d) archival document analyses, and (e) focused group discussions (Eva et al., 2019).

While limited eminent practitioners have examined the constructs of SL (see Eva et al., 2019; Dierendonck, 2011; Boone & Makhani, 2012; Earnhardt, 2008; Focht & Ponton, 2015) and WPS (see Altman et al., 2022; Ashmos & Duchon, 2000; Bandsuch & Cavanagh, 2005; Burack, 1999; Jurkiewicz & Giacalone, 2003; Krishnakumar & Neck, 2002) independently and correlatively (see Khan et al., 2015; Williams Jr et al., 2017), there is an apparent dearth of observational researches investigating the correlation of these constructs within an entirely novel context, particularly the Indian Banking Industry. Therefore, it was crucial to understand through survey administration the extent to which Indian banking executives exhibit SL conduct within organizational contexts. The survey of Indian banking employees contextualized the association between the study constructs. The findings from the present article could prove significant in comprehending the prevalence and influence of SL behaviors in an untapped high-power distance culture. Additionally, it might offer a different approach to lowering employment attrition and the resulting repercussions in the Indian banking industry. A SL approach, which prioritizes the development and advancement of fellow employees, may prove advantageous for individuals at work. Additionally, the community can benefit from the proliferation of servant leaders produced by existing servant leaders.

The Servant Leadership Survey (SLS) and Workplace Spirituality Scale (WPS) were partially applied to collect relevant information. The authors opted to utilize the shorter versions of the SLS and WPS to alleviate the strain on respondents and enhance their engagement with the survey. The SLS and WPS questionnaires were selected due to their popularity, comprehensiveness, and extensive utilization by numerous scholars in conceptual and empirical research. The utilization of the SLS and WPS effectively minimized potential data interpretation issues resulting from insufficient analysis. The current article begins by introducing the theoretical frameworks of SL and WPS constructs, which calls for greater applications from the domain of psychology and sociology, followed by a methodological investigation. Practical implications and limitations, along with the concluding remarks, have been discussed at the back end of the article.

Servant Leadership

Servant leadership existed much before the contemporary research into leadership and management. Robert Greenleaf (1977) conceived the phrase SL. Greenleaf (1977), instead of examining some exemplary business executives, offered the impetus of the phrase - servant-leader, which was Herman Hesse's 'Journey to the East,' whose central protagonist, Leo, epitomizes the servant-leader (Davis, 2017). However, Greenleaf (1977) was not the only originator who brought the conception of SL into the mainstream consciousness. Narrative descriptions in the Bible contend that Jesus Christ, the creator of Christianity, is credited with pioneering and implementing the idea of SL thousands of years ago. Greenleaf conceptualized SL under six substantial components (Greenleaf, 1977; van Dierendonck & Sousa, 2016): Servant leaders must prioritize serving others; servant leader's actions ought to propel them to the forefront; followers should undergo personal growth; leader's service should result in knowledge, autonomy, and improved well-being for the followers; followers should be inspired to develop into servant leaders themselves, and society as a whole benefit from the upliftment of the disadvantaged. Recently, Eva et al. (2019) assessed SL from three different vantage points: motive, mode, and mentality, and discovered that the motivation for SL gets influenced by external factors and the leader's moral values. Coetzer et al. (2017) explained SL as an exhaustive framework encompassing various forms of leadership in terms of their outcomes, ethical considerations, and interpersonal relationships. SL stood out due to its distinctiveness in terms of generosity, purpose, and characteristics. Both practitioners differentiated SL from various leadership styles to establish its unique characteristics. However, considering the nature of the present article, comparing the SL style with other leadership approaches (e.g., Transformational, Transcendental, Paternalistic, Responsible Global, Authentic, Moral, Ethical, Spiritual, Level-5, Humanistic, and Empowered leadership) is beyond the scope.

SL Antecedents

SL's antecedents include but are not confined to corporate culture, leaders' personality attributes, gender identification, internal organizational structure, and demography. From the eleven empirical studies on SL's antecedents, the focus of inquiry has been on the leader's character and, to a lesser extent, on gender (Eva et al., 2019). A servant-leader takes the initiative, has concrete goals, is a skilled communicator and listener, embraces compassion, empathy, and empowerment (Sfetcu, 2021), is foresighted, observant, and insightful, and uses influence rather than coercion (Greenleaf, 2002). The motivating aspect of SL (to serve first) is a foundational premise that separates the notion from other leadership ideas (Greenleaf, 1977). This presumption generates the mental representation of the 'I serve' perspective instead of 'I lead' (Sendjaya & Sarros, 2002). SL entails 'doing' deeds of service and 'becoming' a servant. Transcending personal interests for the betterment of others is fundamental to SL (Winston & Fields, 2015). Instead of emphasizing their development, servant-leaders emphasize the necessities of their subordinates (Ebener & O'Connell, 2010), thus surpassing their own desire for positional power (Luthans & Avolio, 2003). However, McClelland and Burnham (2008) suggested that the thirst for power may also harness collective betterment as it fosters an opportunity for servant leaders to serve followers and can be considered a requirement for servant leaders (Frieze & Boneva, 2001). According to Locke and Anderson (2010), participatory leadership is characterized by a fair distribution of decision-making authority between leaders and subordinates, boosting the followers' trust and confidence (Humphreys, 2005). The followers observe the leader's efforts to relinquish power to facilitate the development of followers who can realize their greatest potential (Boone & Makhani, 2012).

Self-determination is another prerequisite for SL (Dierendonck et al., 2009). Self-determined leaders manage their resources well, build strong relationships, and enable followers to develop self-determination. Therefore, self-determined leaders oppose authoritarianism from an integrative perspective and consider pursuing the power to empower others rather than serving personal interests (Dierendonck, 2011). Similarly, cognitive complexity, which demonstrates a person's capacity to recognize distinct social conduct (Bieri, 1955), is another distinguishing trait that may influence a person's advancement toward SL (Dierendonck, 2011). It entails the ability to transcend current demands, anticipate situations' implications, and think through scenarios that appear to be in conflict.

Servant Leaders' Characteristics

Patterson (2003) argued that servant Leaders 'lead by focusing on their followers, such that the followers are the primary concern and the organization's concerns are peripheral' (p.5). Being a servant leader is to have a protracted, paradigm-shifting perspective on one's personal and professional life (Watt, 2014). Attributes and behaviors are often cited in describing servant leadership (Focht & Ponton, 2015). Humphreys (2005), cited in Overbey & Gordon (2017), provided the four core servant leadership concepts as: '(1) service before self; (2) listening as a means of affirmation; (3) creating trust; (4) nourishing followers to become whole.' Patterson (2003) identified seven dimensions and characteristics of the SL model, including reciprocal love, modesty, selflessness, faith, empowerment, vision for followers, and service orientation. Trust, autonomy, vision, compassion, intrinsic motivation, engagement, and service are the seven traits of SL outlined in the follower-to-leader paradigm (Winstor, 2003). The literature on SL frequently mentions service, humility, and commitment as common characteristics (Davis, 2017).

While there are striking parallels between the traits in the various servant-leader models, there are still a few distinctive qualities. The many frameworks do nothing but obscure our comprehension. Despite these drawbacks and the knowledge that not everyone will likely receive complete justice, these six fundamental traits (see Table 1) describe SL conduct as perceived by followers (Dierendonck, 2011). According to Dierendonck and Patterson (2015), a leader's inclination for compassion will stimulate virtues such as humility, appreciation, reconciliation, and selflessness. Similarly, compassion for others fosters a psychological sense of security and meaningfulness among engaged followers (Kahn, 1990). However, the servant leader's conscious desire to serve should not be related to a low self-concept, just as forgiving should not be perceived as a weakness (Sendjaya & Sarros, 2002; Dierendonck, 2011). Numerous scholars (see Graham, 1991) have contended that servant leaders' drive stems from their ideals, values, and convictions or their compassion and spiritual perspectives. The SL paradigm depicts a service culture predicated on a comprehensive perspective emphasizing moral and spiritual values (Sendjaya et al., 2008).

Table 1 - Characteristics of Servant Leaders

Empowerment and Development	Encouraging self-reliant decision-making and developing capacity for innovation are the basic components of empowering leadership (Konczak et al., 2000). It demonstrates how they embrace subordinates and support their overall growth.
Humility	It testifies to the capacity to perceive one's skills and accomplishments in the proper context (Patterson, 2003). The degree to which a leader emphasizes the necessities of her/his followers, enables them to perform and provides them crucial assistance is a sign of humility.

Authenticity	Authenticity is strongly connected to expressing authentic self in a manner compatible with one's underlying thought process and emotions. It is associated with integrity, which is the observance of a commonly accepted moral norm.
Interpersonal Acceptance	The capacity to comprehend and empathize with the emotions and goals of others, besides releasing perceived transgressions and avoiding harboring resentment in future situations (George, 2000). Servant-leaders need to foster a trustworthy working environment in which the subordinates feel autonomous and welcomed.
Providing Direction	It ensures that individuals are aware of their responsibilities, which benefits subordinates and the firm (Laub, 1999). A servant-leader delivering guidance is to make work interactive and tailored (depending on followers' skills, desires, and contributions).
Stewardship	It is the readiness to accept organizational responsibility and prioritize service over self-interest and control (Spears, 1995). There exists a significant relationship between stewardship, social responsibility, and teamwork.

Source: Adapting from “Servant Leadership: A Review and Synthesis,” by van Dierendonck (2011), *Journal of Management* (p.1228-1261)

SL Outcomes

Individual, Group, and corporate-level outcomes are the three broad categories used to classify the outcomes of SL. Numerous empirical investigations have interpreted the servant-leader-follower interaction's mechanism (Coetzer et al., 2017). Significant relationships exist between SL behavior and followers' trustworthiness (Dirks & Ferrin, 2002). Consequently, followers' trustworthiness mediates the relationship between SL style and workplace mistreatment (e.g., workplace harassment, hostility, and discrimination) (Haq et al., 2021). Jin and Drozdenko (2010) suggested that CSR corroborates a relationship-oriented business where equality and trust are essential principles. Servant-Leaders' empowering tactics can result in higher organizational commitment (Aggarwal et al., 2021), enhanced quality of work and life (Zhang et al., 2012), and greater intrinsic job satisfaction (Hebert, 2003). Other consequences include team effectiveness (Irving & Longbotham, 2007), enhanced organizational performance (Liden et al., 2014), higher productivity (Ford & Harding, 2018), and enhanced life satisfaction among personnel (Nazir et al., 2022).

SL benefits workers' outside-of-role activities, e.g., innovative work behavior and volunteerism (Eva et al., 2019; Coetzer et al., 2017), creativity (Aboramadan & Dahleez, 2021), and empowerment (Earnhardt, 2008). The empowered follower is proactive and strives to find ways to proactively flourish the working environment (Spreitzer et al., 1999). Recently, Canavesi and Minelli (2022) asserted that SL substantially influences employee engagement. Hence, employees are more likely to render superior customer service and safeguard the organization with ethical and targeted inputs (Chan & Wan, 2012). Canavesi and Minelli (2022) expanded that SL does impact employee engagement constructively through various mediators, including leader-centered, team-centered, organization-centered, and job-centered. Similarly, Zhang et al. (2021) observed a positive correlation between SL behavior and subordinates' work-related outputs (cognitive development, corporate citizenship behavior, excellent service), leader-related outputs (leadership competencies), and group-related outputs (group effectiveness).

Furthermore, cultural variables also influence SL-related outcomes. Dierendonck (2011) posited that humane orientation and power distance are the two cultural aspects influencing the incidence of SL within businesses. According to Kabasakal and Bodur (2004), cultural norms, including compassion, sensitivity, friendliness, and tolerance, prompts a humane perspective. An organizational culture with a low power gap embraces egalitarianism and supports self-protection-focused leadership (Dierendonck, 2011). Jaskyte (2010) asserted that the capacity to create a distinct organizational culture fosters progressive transformation, strengthens corporate identity, and accelerates the fulfillment of strategic objectives. Specific organizations, such as NPOs, religious groups, and the healthcare business, particularly nursing, may benefit from such a service culture (Overbey & Gordon, 2017).

The leadership philosophy of a company significantly impacts its principles, culture, and ethical business practices. Pless and Maak (2004) elucidated that SL practices in organizations foster 'a truly diverse organizational culture that incorporates basic human principles and fosters human dignity' (p.144). Moreover, the SL paradigm advances an organization's sustainability goals (Overbey & Gordon, 2017). A servant leader exhibits an inclusive leadership style that fosters personnel's sense of belonging and individuality (Gotsis & Grimani, 2016). Bienkowska et al. (2022) demonstrated the relevance of SL behavior in affecting work efficiency and the influence of employees' dynamic capacities on lowering employee turnover and job embeddedness, and work performance. Synovus Financial Corporation (1888-present), a multibillion-dollar financial services company with approximately \$45 billion in assets, exemplifies SL through a sustained dedication to family-oriented strategies such as workplace flexibility, work/life alignment, and the advancement of women in their careers (Sendjaya & Sarros, 2002).

Workplace Spirituality

According to Laabs (1995), cited in (Subramaniam & Panchanatham, 2013), 'defining spirituality in the workplace is like capturing an angel – it's ethereal and beautiful, but perplexing' (p.3). Spirituality at the workplace is the awakened consciousness of one's roles and responsibilities to connect with different stakeholders with compassion and love to serve the organization and focus on purpose and honesty in expression. It is the expression of one's ambitions to discover a meaningful purpose in existence and the act of putting profoundly held subjective values into practice (Neck & Milliman, 1994). WPS fosters a spiritual culture that acknowledges employees are inquisitive about the meaningful purpose and a sense of innerness and interconnectedness at work (Rama, 2010). Spirituality at work is neither concerned about structured procedures nor the ideology of any spiritual leader. Instead, spirituality at work is about comprehending that this occurs within the framework of an organizational setting (Subramaniam & Panchanatham, 2013). Such spiritual manifestation gets encouraged by a future-oriented organizational culture and has been demonstrated to improve everything from internal communication to product development. Burack (1999) described WPS as the spiritual development and advancement of employees, which includes psychological growth, the satisfaction of community and self-actualization needs, and a well-communicated spiritual policy reinforced by Organizational leadership, culture, and strategies. Wong and Psych (2003) recognized the following spiritual characteristics in the context of the workplace:

- Identifying self as possessing intrinsic values that transcend responsibilities, designations, and belongings.
- Confirming meaningfulness and purpose despite chaos and disorder.
- Focusing on truthfulness, innate guidance, innovation, and development.
- Acknowledging the spiritual, ethereal, and intangible facets of truth.
- An outlook of service toward job and leadership.
- Demonstrating the spiritual principles of truthfulness, integrity, empathy, and compassion.
- Promoting social responsibility towards the community, humanity, and the ecosystem.
- Regarding Divinity and spiritual values as the basis for moral judgments.

WPS Outcomes

According to the available literature, corporations that have incorporated spirituality into the bloodline of their businesses have witnessed various advantages in the form of increased organizational and individual productivity (Srivastava & Pradhan, 2021; Fry et al., 2010; Bandsuch & Cavanagh, 2005), enlarged employee engagement (Sukhani & Ankita, 2019; Saks, 2011; Riaz et al., 2021; Krishnakumar & Neck, 2002; Baskar & Indradevi, 2020), alignment between personal and organizational values (Milliman et al., 2003), strong organizational commitment (Djafri & Noordin, 2017; Rathee & Rajain, 2020; Wainaina et al., 2014; Kwahar, 2021), enhanced creativity (Weitz et al., 2012; Olalere, 2018; Pathak & Tiwari, 2015), strengthened allegiance and financial success of the organization (Subramaniam & Panchanatham, 2013; George & Alex, 2013), magnified integrity and faith (Mukherjee et al., 2016), vanquished selfishness in decision making (Argandona, 2008, Weitz et al., 2012), intensified collaboration (Mitroff & Denton, 1999), beneficence (Jurkiewicz & Giacalone, 2004), strengthened values like Generativity, expertness, diligence and improved organizational citizenship conduct (Rehman et al., 2021) etc.

The vast majority of published works present spirituality as a means to discover a deeper, more meaningful purpose in one's profession than monetary rewards. Substantial research indicates that spirituality has emerged as an increasingly significant discipline of study. In the early twenty-first century, the corporate world observed a considerable spike in the curiosity of management scholars and academicians about spirituality at workplace issues (Ashmos & Duchon, 2000; Jurkiewicz & Giacalone, 2004). Wagner and Conley (1999) proposed the idea of spiritually driven business as a fourth organizational wave following Toffler's (1980) technical wave. The studies in the domain of spirituality, religion, and work may have progressed much further in 2004 than expected (Fornaciari & Lund Dean, 2004). Fornaciari and Lund Dean (2004) contended that the foundational scholarship was solid, diversified, and moving after thoroughly examining 26 texts considering the role played by spirituality at work from 1996 to 2000. Karakas (2010) reviewed 140 research articles on the theme of WPS and its significant effects on organizational productivity. The author further emphasized the advantages and offered advice to managers regarding how to integrate spirituality successfully at work. The Academy of Management's division, 'Management, Spirituality and Religion' (MSR), has further generated significant interest among scholars and practitioners regarding spirituality and religion ever since its foundation in 2000 (Dyck, 2014). Ahmad and Omar (2014) observed a consistent increase in WPS research in Malaysia ranging from 2009 - 2014 within Malay/Islamic institutions and value-driven environments.

Miller (1998) argues that the theme of WPS has gained notoriety in recent decades, even touching the front section of the Wall Street Journal. Mitroff and Denton (1999) contended that individuals are starving for approaches they can implement to express their spiritual ideals at work without alienating their coworkers. An opinion poll conducted by the Pew Research Centre between April 25 and June 4, 2017, revealed that 27 percent of U.S. adults consider themselves spiritual, an increase of 8 percent points over the past five years (Michael & Gecewicz, 2017). The exponential rise in the practice of WPS in business contexts is also apparent in the most current bookshops and digital stores. Although not all

findings specifically relate to the primary subject matter, searching 'spirituality and business' on Google Books generates over 7, 39,000 results. A similar search on Amazon.com generates well over 20,000 book titles. Popular titles include those that explore the connection between spirituality and leadership in the workplace, like, 'Workplace Spirituality: A Complete Guide for Business Leaders' (Smith, 2006), 'Handbook of Workplace Spirituality and Organizational Performance' (Giacalone & Jurkiewicz, 2003), 'Workplace Spirituality: Making a Difference' (Altman et al., 2022), 'Spirituality at Work: 10 Ways to Balance Your Life on the Job' (Pierce, 2010), 'The Routledge Companion to Management and Workplace Spirituality' (Marques, 2019), 'Handbook of Faith and Spirituality in the Workplace' (Pio et al., 2013), 'Spirituality, Corporate Culture and American Business' (LoRusso, 2017), 'Spirituality, Sustainability and Success: Concepts and Cases' (Beehner, 2018), 'Spirituality at Work: The Inspiring Message of the Bhagavad Gita' (Menon, 2017), 'Spirituality and Ethics in Management (Zsolnai, 2011), etc. Various national and international conferences have already been conducted on the theme of WPS.

Research Hypotheses

The present study has pursued to examine the association between SL and WPS (Meaningfulness, Interconnectedness, Value Alignment, and Innerness) among branch-level employees of India's leading public and private sector banking institutions. The research hypotheses which are dealt with in this research are as follows:

- **Ho1:** SL has no relationship with the sense of meaningfulness among employees.
- **Ho2:** SL has no relationship with the sense of interconnectedness among employees.
- **Ho3:** SL has no relationship with the sense of value alignment among employees.
- **Ho4:** SL has no relationship with the sense of innerness among employees.
- **Ho5:** Mean Ratings of WPS do not differ among public and private sector employees.

Research Methodology

The study's overarching purpose, data set requirements, and the researchers' comprehensive worldview usually help determine the appropriate research design and methodology (Bryman, 2017). The extrapolation from small to medium-sized samples necessitates researchers to resort to survey methods (Carter & Baghurst, 2014). The current research is a cross-sectional quantitative study using a non-experimental technique. Furthermore, cross-sectorial sample data ($n = 280$) from the banking industry was suitable to test a generally applicable and quantifiable instrument. Provided that the overall purpose of the research was amenable to correlational evaluation, the measurability of the study constructs, and the availability of reliable and valid instruments, the correlational approach to examine the association between the study variables was justifiable.

The current study adapted six dimensions out of the eight-dimensional instrument from Dierendonck and Nuijten (2001), previously validated and extensively utilized, to assess the extent of SL practices. The WPS scale (Ashmos & Duchon, 2000; Jurkiewicz & Giacalone, 2008) was adapted and employed to measure employees' sense of spirituality at work. The application of validated research instruments is highly recommended in quantitative studies to strengthen the credibility of ongoing research work (Carter & Baghurst, 2014). The authors adhered to all the ethical concerns and research protocols mandated by the board of review committee and administered the survey, and gathered responses from numerous employees at the branch level inside commercial banking institutions of differing sizes and ownership arrangements (i.e., public and private sector banks). Research participants were promised absolute anonymity.

Sampling and Data Collection

Multistage random sampling - a probabilistic sampling technique - was applied in the current study to draw an accurate and complete representative sample out of the target group of participants. Multistage random sampling (cost-effective data acquisition) augments the cluster sampling method in which smaller units are specified and sampled at every selection stage from within the units chosen at the previous stage (Shimizu, 2014). Accordingly, to serve the purpose of the current article, some of the leading public and private sector banking institutions from Delhi and Delhi (NCR) were selected from among many depository financial institutions during the initial phase. Afterward, select branches of these banks from various zones were randomly chosen from the entire banking network in the second step. Target participants from various levels were randomly selected inside the branches to conclude the third sampling phase.

This research is restricted to the major branches of the leading public and private sector banking institutions located in Delhi and Delhi (NCR), North India. The respondents (excluding branch managers) were selected from the entire group of banking employees of the randomly selected branches to construct the sample domain. Saliency plays a crucial role in data collection's effectiveness in generating curiosity and maintaining interest among study participants (Garg, 2017). Resultantly, out of the 384 total distributed questionnaires across all the staff levels (Assistant Manager, Probationary Officer, Relationship Manager, Clerk, Sales Manager, Foreign Exchange Unit), 315 (response rate = 82%) questionnaires

were completed and submitted logically. However, after reviewing the questionnaire entries, some inadequate and repeated responses (35 questionnaires) were rejected to ensure sufficient data and potential outliers, leading to an adequate sample size (n = 280). The study also excluded branch employees with limited experience, less than one year, due to the need for more required experience to evaluate their supervisors and organizations. The accurately and wholly filled questionnaires were then utilized for this investigation. Table- 2 illustrates the demographic characteristics of the sampled group of participants.

Table 2 - Demographic Profile of the Sampled Participants

Variable	Description	Participants (Frequency)	Participants (Percentage)	Cumulative Percentage
Gender	Male	185	66.10%	66.10%
	Female	94	33.60%	99.7%
	Prefer Not To Say	1	0.4%	100%
Age Group (Years)	21-30	123	43.9%	43.9%
	31-40	112	40%	83.9%
	41-50	34	12.1%	96.1%
	51-60	10	3.6%	99.6%
	Above 60	1	0.4%	100%
Marital Status	Single	86	30.7%	30.75
	Married	179	63.9%	94.6%
	Unmarried	8	2.9%	97.5%
	Widowed/Divorced	7	2.5%	100%
Educational Qualification	Bachelor's Degree	113	40.4%	40.4%
	Master's Degree	131	46.8%	87.1%
	Professional Degree	27	9.6%	96.85
	Others	9	3.2%	100%
Specialized Discipline	Mathematics	30	10.7%	10.7%
	Accounting	83	29.6%	40.4%
	Science	28	10%	50.4%
	Economics	28	10%	60.4%
	Finance	55	19.6%	80%
	Engineering	19	6.8%	86.8%
	Business	37	13.2%	100%
Sector	Public Sector	140	50%	50%
	Private Sector	140	50%	100%

Source: The authors

Note: Demographic Profile of the sampled participants comprised of the branch Level employees of public and private sector banks from Delhi and Delhi (NCR), India

The present study had 280 respondents equitably engaged in the private sector (50%) and the public sector (50%), as observed. The gender-based division between male (n = 185, 66.1%) and female (n = 94, 33.6%) participants appeared significant. The respondents' age groups were: 21 to 30 years old (43.9%), 31 to 40 years old (40%), 41 to 50 years old (12.1%), 51 to 60 years old (3.6%), and 60 years old and above (0.4%). The respondents' educational profile was observed as Bachelor's Degree holders (40.4%), Master's Degree holders (46.8%), Professional degree holders (9.6%), and others (3.2%). As expected, nearly half of the respondents had Accounting (29.6%) and Finance (19.6%) as their specialization, being banking personnel.

Analysis and Findings

Linear regression analyses examined the strength of associations between the SL construct and various facets of WPS (meaningfulness, interconnectedness, value alignment, and innerness) among Indian banking employees. This method is appropriate for examining quantifiable variables in conjunction with other variables (Adebiyi, 2017). Additionally, it is possible to analyze the impacts of individual or numerous factors separately or in combination. The bivariate linear regression equation was formulated as: $Y = \alpha + \beta x$, where α and β represent the intercept and the regression coefficient, respectively, Y represents the independent variable (SL), and x represents the dependent variable (meaningfulness, interconnectedness, value alignment, and innerness). The model's predictive fit was evaluated using

numerical results and residual visualizations. The p-values of the regressor were assessed to determine if they were under the threshold of 0.05, indicating a statistical significance of the relationships.

The authors applied descriptive statistics to understand the patterns in the demographic profile data of the sampled participants and simple linear regression analysis for SL and WPS scale data to investigate the relationship between the constructs. The summary statistics for every dimension of the independent and dependent variable are presented in Tables 3 and 4, respectively. The data also met the assumption of non-zero variances w.r.t. all the sub-scales of SL and WPS.

Table 3 - Summary Statistics of the dimensions of SL

Dimensions	Sample Size (n)	Minimum	Maximum	Mean	Standard Deviation (σ)	Standard Error of Mean
Empowerment	280	1	5	3.87	0.7973	0.0476
Standing Back	280	1.33	5	3.81	0.7773	0.0464
Accountability	280	1	5	3.76	0.7924	0.0473
Authenticity	280	1	5	4.00	0.8266	0.0494
Humility	280	1	5	3.83	0.7437	0.0445
Stewardship	280	1	5	4.07	0.7302	0.0436
Total (SL)	280	1.46	5	3.89	0.6127	0.0366
Valid N	280					

Source: The authors

Note: Descriptive Statistics of the dimensions of SL Scale (Adapted from Dierendonck & Nuijten, 2011)

Table 4 - Summary Statistics of the dimensions of WPS

Dimensions	Sample Size (n)	Minimum	Maximum	Mean	Standard Deviation (σ)	Standard Error of Mean
Meaningfulness	280	1	5	3.87	0.8394	0.0501
Interconnectedness	280	1	5	3.95	0.7642	0.0456
Values Alignment	280	1	5	3.75	0.7356	0.0439
Innerness	280	1.25	5	3.86	0.7707	0.0460
Total (WPS)	280	1.31	5	3.86	0.6532	0.0390
Valid N	280					

Source: The authors

Note: Descriptive Statistical values of the dimensions of WPS Scale (Adapted from Ashmos & Duchon, 2000; Jurkiewicz & Giacalone, 2008)

Reliability analysis is applied to measure the internal consistency of the scale items pertaining to a construct in the study. A scale is considered reliable if Cronbach's Alpha (α) value becomes at least equal to 0.70 (Hair et al., 2014). The results of the item statistics reveal that the SL scale with six dimensions (25 items; $\alpha = 0.877$) and WPS scale with four dimensions (22 items; $\alpha = 0.860$) were found significantly reliable. A Pearsonian correlation method was administered to establish the statistical significance of the association between SL style and meaningfulness ($M = 3.87$; $SD = 0.839$), interconnectedness ($M = 3.95$; $SD = 0.7642$), value alignment ($M = 3.75$; $SD = 0.7356$), and innerness ($M = 3.86$; $SD = 0.7707$) dimensions of the WPS scale among branch-level employees of the Indian banking industry.

The tabular presentations clearly indicate a significant positive correlation between SL and the four dimensions of the WPS construct (see Tables 5 to 8). The extent to which an independent variable (SL) accounts for variation in the sense of meaningfulness ($r^2=0.466$; $r^2_{adj}=0.464$), interconnectedness ($r^2=0.536$; $r^2_{adj}=0.536$), value alignment ($r^2=0.546$; $r^2_{adj}=0.546$), and innerness ($r^2=0.560$; $r^2_{adj}=0.560$) have been indicated by the respective coefficient of determination. About 47% of the variation in meaningfulness, 53% in interconnectedness, 55% in value alignment, and 56% in innerness may be attributed solely to the independent variable, thus, suggesting its predictive power. The data also met the assumption of independent errors (Durbin-Watson statistics must range between 1 and 3). Durbin-Watson value under Meaningfulness = 1.955; Interconnectedness = 1.711; Value Alignment = 1.896; Innerness = 1.517 remained within the threshold range. Increased application of SL is associated with a higher sense of spiritual fulfillment in the personal and professional lives of the employees.

Table 5 - Regression Model of SL and Meaningfulness

Model Summary ^b					
Model	R	R ²	Adjusted R ²	Standard Error of the Estimate	Durbin-Watson

1	0.683 ^a	0.466	0.464	0.6145	1.955
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Source: The authors

Note: Establishing statistical significance of the association between SL and Meaningfulness dimension of WPS using SPSS V 20

- a. Predictor Variable: (Constant), SL
- b. Dependent Variable: Meaningfulness

Table 6 - Regression Model of SL and Interconnectedness

Model Summary ^b					
Model	R	R ²	Adjusted R ²	Standard Error of the Estimate	Durbin-Watson
1	0.732 ^a	0.536	0.535	0.5213	1.7111

Source: The authors

Note: Establishing statistical significance of the association between SL and Interconnectedness dimension of WPS using SPSS V 20

- a. Predictor Variable: (Constant), SL
- b. Dependent Variable: Interconnectedness

Table 7 - Regression Model of SL and Value Alignment

Model Summary ^b					
Model	R	R ²	Adjusted R ²	Standard Error of the Estimate	Durbin-Watson
1	0.739 ^a	0.546	0.545	0.4963	1.896

Source: The authors

Note: Establishing statistical significance of the association between SL and Value Alignment dimension of WPS using SPSS V 20

- a. Predictor Variable: (Constant), SL
- b. Dependent Variable: Meaningfulness

Table 8 - Regression Model of SL and Innerness

Model Summary ^b					
Model	R	R ²	Adjusted R ²	Standard Error of the Estimate	Durbin-Watson
1	0.748 ^a	0.560	0.558	0.5121	1.517

Source: The authors

Note: Establishing statistical significance of the association between SL and Innerness dimension of WPS using SPSS V 20

- a. Predictor Variable: (Constant), SL
- b. Dependent Variable: Meaningfulness

The intercepts (α) and the marginal increase (β) on the four dimensions of the dependent variable (WPS) w.r.t. a unit change in the independent variable (SL) are displayed in the coefficient tables (see Tables 9 to 12). The t-test ($df = 278$) value has also confirmed the significance of these associations at a 5 percent level of significance ($p < 0.05$). Tests to see if the data met the assumptions of Collinearity indicated that multicollinearity was not a concern (WPS scale, Tolerance = 1.00; VIF = 1.00). Figures 1, 3, 5, and 7 depict histograms of all four dimensions of WPS, demonstrating the approximately normal distribution around the mean of the residuals, and Figures 2, 4, 6, and 8 exhibit scatterplots revealing a robust positive associations among the study variables.

Table 9 - Regression Coefficients of SL and Meaningfulness

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		Beta	Std. Error	Beta			Tolerance	VIF
1	(Constant)	0.231	0.237					

Servant Leadership	0.935	0.060	0.683	15.575	0.000	1.000	1.000
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Source: The authors

Note: Regression Coefficients of the SL (Constant); Dependent Variable - Meaningfulness^a

Table 10 - Regression Coefficients of SL and Interconnectedness

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	Beta	Std. Error	Beta			Tolerance	VIF
1 (Constant)	0.399	0.201					
Servant Leadership	0.913	0.051	0.732	17.930	0.000	1.000	1.000

Source: The authors

Note: Regression Coefficients of the SL (Constant); Dependent Variable - Interconnectedness^a

Table 11 - Regression Coefficients of SL and Value Alignment

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	Beta	Std. Error	Beta			Tolerance	VIF
1 (Constant)	0.197	0.197					
Servant Leadership	0.941	0.050	0.748	18.300	0.000	1.000	1.000

Source: The authors

Note: Regression Coefficients of the SL (Constant); Dependent Variable – Value Alignment^a

Table 12 - Regression Coefficients of SL and Innersness

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	Beta	Std. Error	Beta			Tolerance	VIF
1 (Constant)	0.231	0.237					
Servant Leadership	0.935	0.060	0.683	18.809	0.000	1.000	1.000

Source: The authors

Note: Regression Coefficients of the SL (Constant); Dependent Variable - Innersness^a

Regression Standardized Residual Histogram of Meaningfulness

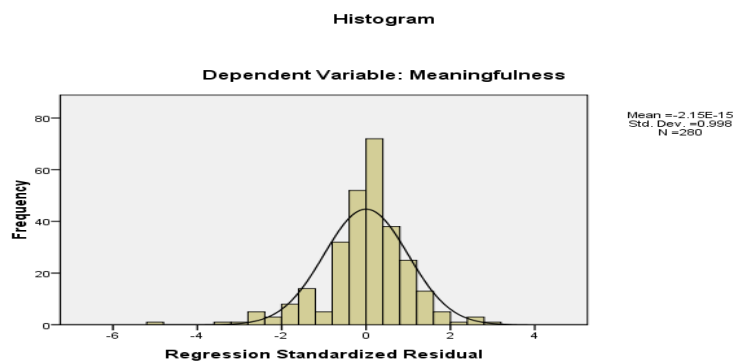


Figure 1 – Approximate Normal Distribution of the Meaningfulness Dimension of WPS around the mean of the residuals

Source: The authors

Residual Standardized Residual Scatterplot of Meaningfulness

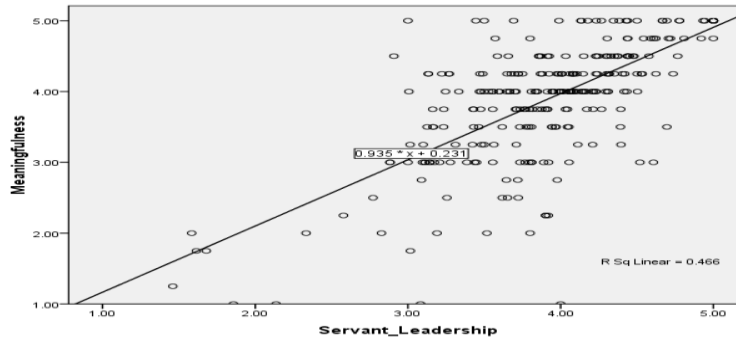


Figure 2 – Scatterplot demonstrating the robustness of the relationship between SL and Meaningfulness dimension of WPS
 Source – The Authors

Residual Standardized Residual Histogram of Interconnectedness

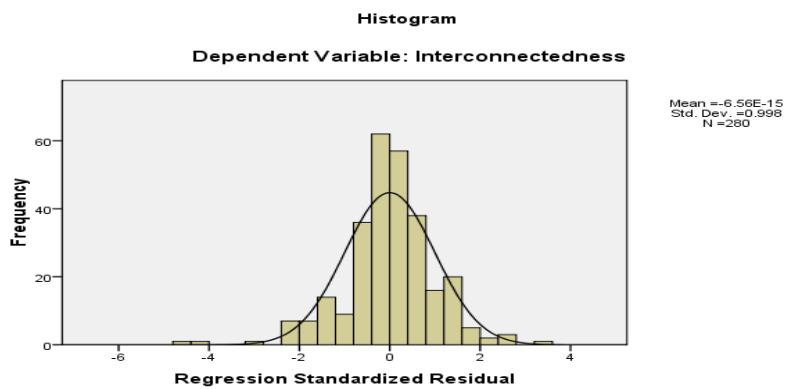


Figure 3 - Approximate Normal Distribution of the Interconnectedness Dimension of WPS around the mean of the residuals
 Source: The authors

Residual Standardized Residual Scatterplot of Interconnectedness

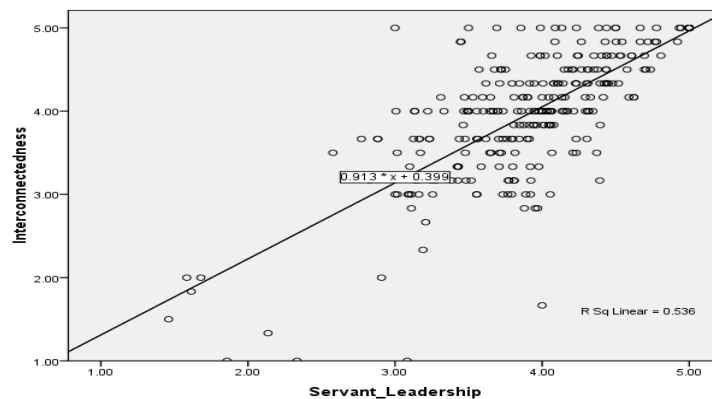


Figure 4 – Scatterplot demonstrating the robustness of the relationship between SL and Interconnectedness dimension of WPS
 Source: The authors

Residual Standardized Residual Histogram of Value Alignment

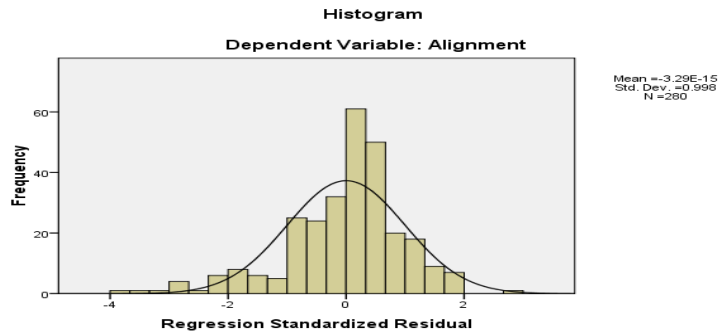


Figure 5 - Approximate Normal Distribution of the Value Alignment Dimension of WPS around the mean of the residuals
Source: The authors

Residual Standardized Residual Scatterplot of Value Alignment

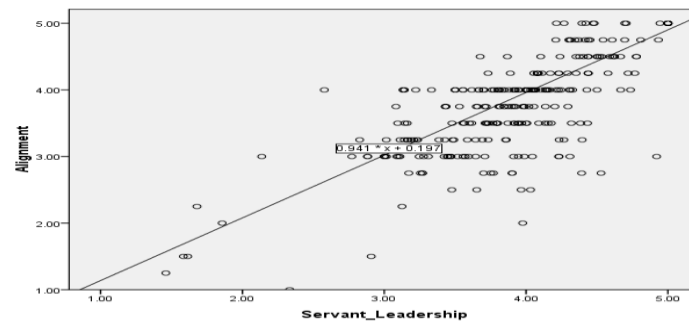


Figure 6 - Demonstrating the robustness of the relationship between SL and Meaningfulness dimension of WPS
Source – The Authors

Residual Standardized Residual Histogram of Innersness

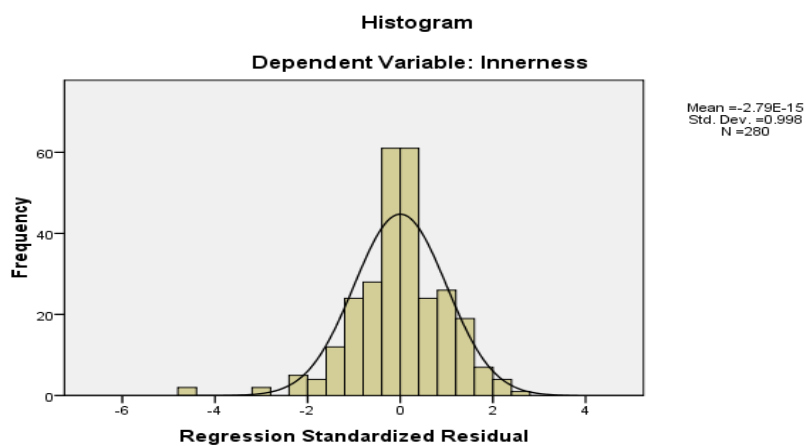


Figure 7 - Approximate Normal Distribution of the Innersness Dimension of WPS around the mean of the residuals
Source: The authors

Residual Standardized Residual Scatter Plot of Innerness



Figure 8 - Demonstrating the robustness of the relationship between SL and Meaningfulness dimension of WPS
 Source – The Authors

The correlation matrices of every sub-scale of the SL construct, and WPS scale are accordingly demonstrated (see Tables 13 to 16). Except for Humility, followed by Empowerment and Accountability, none of the remaining components of SL were commonly associated with all four aspects of WPS. These findings suggest that corporate leadership must inculcate all six dimensions of the SL scale together to achieve a higher sense of spiritual fulfillment and wholeness at the workplace.

Table 13 - Correlation Analysis of the Facets of SL and Meaningfulness

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	β (Beta)	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	0.280	0.244					
Empowerment	0.274	0.072	0.260	3.808	0.000	0.406	2.461
Standing Back	0.182	0.065	0.169	2.810	0.005	0.524	1.908
Accountability	0.108	0.066	0.102	1.623	0.106	0.482	2.073
Authenticity	0.051	0.063	0.050	0.815	0.416	0.498	2.008
Humility	0.248	0.068	0.220	3.662	0.000	0.525	1.906
Stewardship	0.068	0.064	0.059	1.070	0.286	0.618	1.618

Source: The authors

Note: Correlation Matrix of the SL and Meaningfulness^a dimension of WPS

Table 14 - Correlation Analysis of the Facets of SL and Interconnectedness

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	β (Beta)	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	0.524	0.197					
Empowerment	0.384	0.058	0.401	6.601	0.000	0.406	2.461
Standing Back	0.058	0.053	0.059	1.099	0.273	0.524	1.908
Accountability	0.160	0.054	0.166	2.977	0.003	0.482	2.073
Authenticity	0.124	0.051	0.135	2.455	0.015	0.498	2.008
Humility	0.205	0.055	0.200	3.740	0.000	0.525	1.906
Stewardship	0.068	0.052	0.065	1.320	0.188	0.618	1.618

Source: The authors

Note: Correlation Matrix of the SL and Interconnectedness^a dimension of WPS

Table 15 - Correlation Analysis of the Facets of SL and Value Alignment

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	β (Beta)	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	0.324	0.186					
Empowerment	0.101	0.055	0.109	1.846	0.066	0.406	2.461
Standing Back	0.087	0.049	0.092	1.762	0.079	0.524	1.908

Accountability	0.238	0.051	0.257	4.717	0.000	0.482	2.073
Authenticity	0.035	0.048	0.040	0.741	0.459	0.498	2.008
Humility	0.427	0.052	0.432	8.267	0.000	0.525	1.906
Stewardship	0.008	0.048	0.008	0.166	0.869	0.618	1.618

Source: The authors

Note: Correlation Matrix of the SL and Value Alignment^a dimension of WPS

Table 16 - Correlation Analysis of the Facets of SL and Innerness

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
	β (Beta)	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	0.277	0.202					
Empowerment	0.201	0.060	0.208	3.363	0.001	0.406	2.461
Standing Back	0.069	0.054	0.069	1.276	0.203	0.524	1.908
Accountability	0.225	0.055	0.231	4.077	0.000	0.482	2.073
Authenticity	0.126	0.052	0.135	2.428	0.016	0.498	2.008
Humility	0.254	0.056	0.245	4.514	0.000	0.525	1.906
Stewardship	0.054	0.053	0.051	1.026	0.306	0.618	1.618

Source: The authors

Note: Correlation Matrix of the SL and Innerness^a dimension of WPS

Table 13 demonstrates that only empowerment, standing back, and humility components of SL correlate statistically significantly with the Meaningfulness aspect of WPS. Table 14 indicates that empowerment, accountability, authenticity, and humility dimensions of SL correlate statistically significantly with the Interconnectedness aspect of WPS. Table 15 highlights that only accountability and humility components of SL correlate statistically significantly with the Value Alignment aspect of WPS. Table 16 exhibits that the empowerment, accountability, authenticity, and humility dimensions of SL correlate statistically significantly with the Innerness dimension of WPS.

The WPS scale was administered to measure the employees' perspectives on organizational culture, strategies, and policies. A 5-point Likert scale was applied for recording and measuring employees' responses. The average, standard deviation and standard error were analyzed statistically. The independent samples t-test was applied to ascertain whether the calculated mean values of public and private sector banking employees were statistically significantly different for the questionnaire. The findings are presented in Table 17.

Table 17 - Independent Samples t-test for WPS Scale

Dimensions (Equal Variances Assumed)	Levene's Test for Equality of Variances		t-test for Equality of Means					
	F	Sig.	T (df=278)	Sig. (2-tailed)	Mean Difference	Std. Error	95% Confidence Interval of the Difference	
							Lower	Upper
Meaningfulness	0.608	0.436	-0.036	0.972	-0.003	1.005	-0.201	0.194
Interconnectedness	1.959	0.163	-0.052	0.959	-0.004	0.091	-0.184	0.175
Value Alignment	0.737	0.391	0.041	0.968	0.003	0.088	-0.169	0.176
Innerness	0.421	0.517	-0.426	0.671	-0.039	0.092	-0.220	0.142

Source: The authors

Note: Independent Samples t-test between the perceptions of public and private sector banking employees towards experiencing a sense of spirituality at work

A Levene's test (Levene, 1960) found that the assumption of homogeneity of variances was fulfilled where the p-value remained significantly higher than 0.05 for every dimension of the WPS scale, and therefore, a two-tailed independent samples t-test ($df = 278$) based on equal variances assumed was carried out. One hundred and forty employees from the public sector compared with a similar number of private sector banking employees were administered for the WPS scale, demonstrating no statistically significant difference at the 5% significance level.

The research questions addressed the association between SL and various dimensions of WPS among the branch-level employees of Indian banking institutions. The summarized form of the data analyses and the findings demonstrate

the statistically significant relationship between SL and various facets of WPS and thus, leading to the rejection of null hypotheses in favor of alternative hypotheses (see Table 18). Independent samples t-test ($df = 278$) results demonstrate no statistically significant difference between the mean ratings of public and private sector employees ($p > 0.05$) w.r.t various sub-scales of WPS. Hence, H_{a5} stands rejected in favor of H_{o5} .

Table 18 - Hypotheses Testing Results (Regression Analysis – Bivariate Linear)

Hypotheses	Independent to Dependent Variable	Beta (β)	R	R ²	F (df1/df2; 1/278)	p. value	Result
Ho1	Servant Leadership to Meaningfulness	0.935	0.683	0.466	242.59	0.000	Not Supported
Ho2	Servant Leadership to Interconnectedness	0.913	0.732	0.536	321.497	0.000	Not Supported
Ho3	Servant Leadership to Value Alignment	0.887	0.739	0.546	334.903	0.000	Not Supported
Ho4	Servant Leadership to Innerness	0.941	0.748	0.560	353.78	0.000	Not Supported

Source: The authors

Note: Hypotheses Testing Results through simple linear regression analysis

Implications and Limitations

The banking industry, in general, may improve the spiritual fulfillment of employees and foster volunteerism and/or corporate citizenship through the implementation of SL approach. This approach emphasizes the development of employees by prioritizing their necessities and holistic well-being. Spiritually fulfilled employees experience enhanced mental and physical well-being, improved interpersonal relationships, and increased self-esteem, thus, resulting in an overall improvement in their lives. Such employees can benefit from various outcomes such as personal growth, increased self-esteem, a harmonious balance between personal and professional lives, and enhancing the well-being of others and society. When the servant leader encourages fellow workers to undertake various corporate responsibilities, it positively impacts client relations and contentment, thus, leading to increased footfall, client retention, higher company revenue, and the maximized value of the firm. Williams et al. (2017) asserted that servant leaders foster employee engagement in social responsibilities also, thereby generating value for external stakeholders beyond the confines of the corporation. In the era of escalated globalization, resolving diversity issues related to sexual orientation and distinctive cultures would promote social harmony (Onyebuanyi, 2016). The results from the current article were fundamentally consistent with the outcomes of the previous research studies referred to in the review of related literature. Therefore, it can be generalized that other National or state banking institutions seeking to enrich spirituality at work may consider implementing the ideals of SL in practices. However, institutionalizing the SL style requires intense dedication from upper management, implementing supportive strategies and initiatives, and investing in management training and education programmes. Furthermore, businesses must consider their employees as more than just a commodity from various perspectives. According to Ashmos and Duchon (2000), employees report greater happiness, satisfaction, and effectiveness at the workplace when the organization values their spirituality.

There are several caveats pertaining to the current study worth mentioning. It was presumed that the banking employees possessed the ability to accurately evaluate the conduct, actions, and mindsets exhibited by their superiors. However, according to (Leloup et al., 2018), the principle of latency and recency suggests that recent occurrences are often given more importance than previous occurrences in evaluations, which could have influenced the responses submitted by participants. Furthermore, the examined constructs are intricate, and human emotions are fluid. Therefore, the single-point assessment of the study constructs may have yet to capture the employees' perspectives precisely. Conducting multiple surveys over an extended period could have yielded more accurate and dependable outcomes.

Although the application of quantitative analysis is helpful in studying the relationships and causation among the variables, it may not capture participants' subjective experiences and viewpoints, particularly in convoluted issues and constructs. However, concerning the paucity of resources, the applicability of a mixed-methods approach was not feasible for the purpose of the research. Another limitation associated with response accuracy is closely linked to the prevalent technique bias, which occurs when those surveyed unconsciously provide correlated responses to queries about the interdependent variables under study in order to preserve cognitive coherence. Due to technique bias, participants may have unintentionally linked their responses regarding the measured constructs. Furthermore, this study's inflexibility in terms of generalizability of outcomes outside of the study's setting may be traced back to its reliance on respondents from a particular industry, thus ignoring the non-depository institutional network of the financial sector. The possibility of drawing only a limited number of sampling elements, provided the widely scattered network of the banking industry in

India, was one of the challenges confronted by the authors. The current research was conducted only in public and private sector banking institutions of the Indian economy, thus ignoring the foreign banks, cooperative banks, mortgage banks, Regional Rural banks, savings, and loan associations, considering the specific focus of the study and limitation of the resources. However, business ethics and standards may very well differ across the various natures of financial institutions.

Recommendations

Leadership is integral to developing corporate culture and nurturing employees' spiritual fulfillment at the workplace. Subsequently, it is of utmost importance for leaders at various levels to be cognizant of their demeanor, choices, and approach as it may profoundly impact the employees they supervise and the culture of the organization as a whole. Therefore, leaders should embrace an appropriate approach that reconciles with the organizational culture and fosters the spiritual fulfillment of employees. While leaders in a low power-distance culture may embrace and practice SL, a high power-distance culture might not be strictly opposed to such an approach. The present article claims that the SL scale must be implemented in totality in a corporate context because the individual application of various sub-scales of the construct will produce a different outcome.

The current study was performed in the public and private sector banking institutions within the capital city of India, Delhi, and Delhi (NCR). Additional research can be carried out on interstate branches of the institutions under study, aiming to investigate the impact of their distinctive regional characteristics and backgrounds on the relationship between the study variables. This proposed investigation can determine the homogeneity or heterogeneity in the cultural contexts, which could further impact the practicality and universality of the SL approach, even within the public and private sector banking institutions. Further comparative research, including the sectors like manufacturing, telecommunications, education, insurance, real estate, aviation, and hospitality, could uncover more suitable approaches to leadership (e.g., empowering, spiritual, level-5, transformational, ethical, authentic leadership, and others) preferred by the subordinates that may potentially be more effective in advancing the nation. Such a study would foster opportunities for comparing and generalizing SL practices across these sectors.

Furthermore, a comparative analysis of the conceptualization of SL in India and other countries would contribute significantly to the existing knowledge base. Rather than administering a survey based on the participants' ratings, future researchers can apply field investigations through groups of intervention participants that obtain SL training for specific durations while also having a control cohort without intervention at all. Furthermore, applying experimental research designs may strengthen researchers' capacity to determine causal relationships and assess servant leadership's teaching and learning ability. In addition, employing longitudinal methodologies with numerous testing points may assist in examining the possibility of causal inversion. In future research, the authors recommend using a triangulation approach to enhance inter-rater reliability and agreement rather than depending solely on a single or subservient rating.

Conclusion

Organizational leaders are expected to be persistent in seeking ways to enhance business efficiency and employee well-being while also considering the concerns of other stakeholder groups. Prior leadership studies have demonstrated the leadership approach's significant impact on attaining these goals. Implementing SL practices has been demonstrated to enrich the spiritual fulfillment of branch-level banking employees at the workplace. The current study found a statistically significant association between the SL approach and the sense of WPS. The findings of this investigation can benefit banking institutions and other non-depository organizations seeking to enhance employees' spiritual consciousness, efficiency, and effectiveness by implementing a SL approach in work practices. Spiritual consciousness, task-related incentives, and enhanced wellness can benefit personnel and their associated ones.

Furthermore, implementing SL practices could enhance unity and serenity in the larger community. The authors urge the leaders from the Indian banking industry to adopt servant leadership tenets and procedures due to the positive impact they have on business outcomes and the spiritual fulfillment of the personnel and for the betterment of the society at large. The present research has made a valuable contribution to the ongoing discourse in leadership literature concerned with strategizing the enrichment of spiritual fulfillment of employees and the organizational culture that influences the efficacy of a leadership approach.

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