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**Title:** Examining the Impact of Spiritual leadership on Employee's intrapreneurial Behavior: The Moderating Role of Perceived Organizational Support and Mediating Role of Psychological Safety

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# Examining the Impact of Spiritual leadership on Employee's intrapreneurial Behavior: The Moderating Role of Perceived Organizational Support and Mediating Role of Psychological Safety

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## Abstract

Practitioners in majority of the organizations today are focusing on voluntary work behaviours of employees that can benefit the organizational outcomes with minimal intervention of extrinsic rewards. In this context, the purpose of the study was to investigate the impact of Spiritual Leadership on Employee Intrapreneurial Behaviour through the mediating role of Employee Psychological Safety. This study also examines how perceived organisational support affects these interactions as a moderator, taking social exchange theory as a foundation. Spiritual leaders' vision, optimism, and altruistic love may satisfy workers' unbiased psychological needs may trigger intrapreneurial activities. Social Exchange Theory (SET) show how spiritual leadership may inspire employees to engage in intrapreneurial activities, especially when the hotel's goal and the employees' callings are in alignment. Additionally, the selfless love that spiritual leaders have for their followers has a huge impact on employee calling and promote intrapreneurial acts. As a result, this study also stresses how important it is to encourage workers to engage in intrapreneurial conduct. A non-probability sampling approach was used to collect data on the hotels in the twin cities of Rawalpindi and Islamabad. Utilising cross-sectional research design and information was gathered from 250–300 workers. Findings of the study reflect that spiritual leadership has a positive impact on employee psychological behaviour, that in turn boosts employee intrapreneurial behaviour. Likewise, the effect of spiritual leadership was considerable on psychological asfety, when perceived organisational support was high.

**Keywords:** *Employees' Intrapreneurial Behaviour, Employees' Callings, Social Exchange Theory, Spiritual Leadership, Perceived Organizational Support, Psychological Safety*

## 1. Introduction

More and more researchers, and practitioners have been paying attention to issues related to workplace spirituality (Mitroff & Denton, 1999; Giacalone & Jurkiewicz, 2003; Fry & Matherly, 2006). Scholars who contend that "spirituality" is essential in organizations and at various workplace settings are growing rapidly (Benefiel, 2005). It is crucial for leaders to foster a vibrant and motivated staff that is equipped to handle a variety of problems and activities because they have a significant influence on the attitudes and behaviors of their workforce (Yang et al., 2017). Prior theories of leadership have largely ignored the spiritual dimensions of human connection in organizations and instead concentrated in varied degrees on one or more of the physical, mental, or emotional facets of interactions (Fry, 2003). Spiritual leadership prioritizes meeting the spiritual needs of staff members and cherishes their views of the significance of their work, which might be described as the values, attitudes, and behaviours which are crucial for intrinsic motivation for oneself and others so as to bring about more meaningful connections at workplace and thus able to build a conducive environment for increased performance as well as personal growth.

The attention to work spirituality is recent and a concerning phenomenon amidst the fast-paced business world (Benefiel, 2005). People's experience at the workplace is largely dependent upon work environment that can provide enough psychological and personal resource to the people to flourish. Leadership has a very significant influence on building up such environment for the workforce as well as providing them ambience to act with positive energy, wilfulness and passion (Yang et al., 2017). Earlier studies on leadership have predominantly focused upon the physical and emotional outcomes of effective leadership, however the spiritual component of leadership has been of limited focus (Fry, 2003).

Spiritual leadership focuses on satisfying employees' spiritual needs and values employees' perceptions of meaningfulness at work, which can be defined as "comprising the values, attitudes, and behaviours that are necessary to intrinsically motivate one's self and others so that they have a Spiritual leadership, which focuses on the delightful religious desires of employees, values employees' perceptions of the meaning of their work, which can be represented as "comprising the values, attitudes, and behaviours that are necessary to intrinsically inspire oneself and others so that they have an experience of religious survival via calling and membership" (Fry, 2003).

Early Researcher says that, in contrast to earlier management ideas, spiritual leadership gives values and the human spirit more importance (Yang et al., 2017). Another study stated that, charismatic and intellectual leadership both rest on perception, yet individuals frequently display certain behavioural variations (Mumford et al., 2002). At the one extreme, charismatic leader maintain very close, cooperative ties with followers while also promoting necessary change, ensuring a brighter future via change, demonstrating openness to supporters, whose emotions are frequently a source of meaning. (Mumford, 2013), however builds an asymmetric relationship between leader and follower. Although followers will grow more engaged as their activities have an influence on the standards and values that the leader is articulating rather than as autonomous entities, ideological management emphasises values, standards, and the relevance of those standards (Mumford, 2002). Therefore, promoting spiritual values may be crucial for hotel workers. No previous study has acknowledged the emotions responses to spiritual leadership and subsequent repercussions; thus this study intends to fill this vacuum and improve the literature on the factors of interest.

According to current research, spiritual leadership improves outcomes at the individual and organisational levels, including motivation and morale within the workplace behaviour (Fry et al., 2017) Organizational citizenship, pro-environmental behaviour (Afsar et al., 2016). Even if past studies considered leadership to be a major element affecting employees' extra-role behaviours, like citizenship behaviour (Zhang et al., 2019) Surprisingly, however, the connection between leadership and employees' intrapreneurial behaviours has received little attention. It's still clear from the studies on the effects of spiritual leadership how it altered internal employee behaviour.

This study will look at perceived organisational support, examining the direct relationship between spiritual leadership and psychological safety (Sholikhah et al., 2019) for supposed direct consequences. The immediate effects of spiritual leadership and psychological safety, according to researchers, can be improved by organisational support perceptions. Through presenting psychological safety as a mediator and drawing on social exchange theory (SET), this research reveals the mediating processes by which spiritual leadership impacts workers' intrapreneurial behaviour. The goal of the study is to identify the mediating factor that affects how employees' intrapreneurial behavior is influenced by spiritual leadership.

When people see their organization's spirituality, they behave extra ethically, are greater connected to work, and much less probable to worry; this is supported by means of the associated literature in that greater humanistic places of work show off extra productive,

flexible, and innovative characteristics. A character can be diagnosed as spiritual as long as he is constant in his emotions that are proven via his actions and continues the stability of his internal and outer world. A spiritual leader assists individuals in the workplace in maintaining their own lives and considers their various desires in a way that allows all contributors to have appropriate care, concern, and understanding for each other and others. No previous study has acknowledged the emotions responses to spiritual leadership and subsequent repercussions; thus, this study intends to fill this vacuum and improve the literature on the factors of interest.

## **2. Literature Review**

### **2.1 Social Exchange Theory (SET)**

(SET) Social exchange theory (Blau, 1964), clarifies social and relational behaviour as social change of vital sources (social help) and can perchance make clear an extensive scope of relational connections in organizational settings (Cropanzano & Mitchell, 2005). In accordance with the SET, if organizational people get uphold via the relational communications, they take part in, they will in time-honoured reply and supply uphold as an exchange. Social exchange is described as the “cooperation between two or greater people for mutual benefit” that can have an impact on the overall performance of individuals (Cosmides & Tooby, 1989). The casual exchange strategies inside establishments are nice said via the SET (Emerson, 1976), which has to do with the mutual relationship between an organisation and its workforce. The SET relies upon on reciprocity and have confidence which is bounded via the change relationship and expectations for the overall performance of a second party, conveyed regularly on a priori and linked to relational therapy and effect expectations (Rousseau, 1989). Equally, the SET is grounded on the reciprocal exchanges between one party and some other (Cosmides & Tooby, 2015). (Weitzel et al., 2013) specified that the progressions of SET are specified by means of hesitant (impending) advantages and the inability to (lawfully) pressure the different party to undertake its onuses (Blau, 1967).

### **2.2 Spiritual Leadership and Employees' Intrapreneurial Behaviour**

For people to have a sense of spiritual survival via calling and membership, spiritual leadership is defined as "comprising the beliefs, attitudes, and behaviours that are required to naturally inspire oneself and others." (Fry, 2003). Staff members might have more hope and faith when they can recognise the connection between their job and the purpose of their lives thanks to spiritual leadership. Spiritual leadership is built on a foundation of vision, hope, and unselfish compassion. Spiritual leaders are therefore imaginative and forward-thinking (Fry & Egel, 2017), and they typically establish precise guidelines and standards to ensure that their team members support their goals (Yang & Fry, 2018).

Intrapreneurial behaviour is a particular kind of extra-role activity that encourages employees to modify how they generally perform their tasks in favour of searching for new chances i-e such innovative ways to enhance goods and services, for providing value for the company (Bakker et al., 2019). Risk-taking, innovation, and proactiveness are higher-order constructs that define an employee's intrapreneurial behaviour (Stull & Singh, 2005). When someone is proactive, they make independent, future-focused decisions with the goal of bettering themselves by anticipating and overcoming obstacles before they arise rather than waiting for them to appear (Valsania et al., 2016). It is proposed that (Valsania et al., 2016), the propensity to engage in activities where the consequences may be unpredictable or uncertain is referred to as risk-taking. According to researcher (Usman et al., 2021), the concept of intrapreneurial behaviour is frequently exclusive and more expansive than other extra-role behaviours including innovation, innovative work behaviour, and citizenship behaviour. Last but not least, spiritual leadership enhances workers' capacities for communication and mental

dialogue in understanding and resolving complicated problems (Latham et al., 2017). Individuals i.e Employees who are self-assured in their talents and eager to go above and beyond the call of duty to assist customers are motivated to learn new skills, use creativity to meet cutting-edge consumer wants, seek out and grasp new chances, and generally boost their intrapreneurial behaviours (Bayighomog & Arasl, 2019).

***H<sub>1</sub>: Employee intrapreneurial practices are positively related with spiritual leadership.***

### **2.3 The Mediating effect of Psychological Safety**

Psychological safety conditions have been recognised by researchers as a crucial workplace factor that might potentially affect an employee's behaviour. People's perceptions of the effects of tolerating interpersonal risks at work are referred to as psychological safety (Edmondson, 2005). Therefore, it is projected that employees of an administrative centre that provides psychological safety for its staff would be more inclined to share their inner selves with confidence (Ahmad et al., 2019). Such attributes are stated to exist when "people feel at ease being themselves" and "feel capable of showing and hiring oneself without concern of serious implications to one's self-image, position, or vocation" (Edmondson et al., 1999). According to study (Yi et al., 2017), it is also widely recognised that employees need a psychologically safe work environment in order to participate in risky and creative jobs. Similar to this, spiritual leadership may also assist employees in achieving greater psychological safety. Followers must be much less fearful, more morally honest, and more determined to work with spiritual leaders.

Additionally, this sense of psychological safety teaches employees that their company would not disregard them if they come up with original and creative solutions to a problem at work (Chen et al., 2020). People who work in psychologically secure workplaces may feel it necessary to reciprocally assist towards the employer's progress by raising their levels of engagement, according to SET, because a range of factors may alter the strength of their relationship. If they choose for a higher level of psychological safety, employees could feel more comfortable suggesting and starting improvements. In conclusion, our hypothesis is that the relationship between spiritual leadership and intrapreneurial activity may be explained by this connection to psychological safety. These argumentative pieces all support the following claim:

***H<sub>2(a)</sub>: The link between spiritual leadership and intrapreneurial behaviours is mediated by psychological safety.***

Psychological safety rouses the spirit of vitality and affects the involvement of managers or personnel in innovative hard work (Kark & Carmeli, 2009) and furthers the proclivity to provide movements and thoughts to a shared employer (Edmondson & Lei, 2014). PS suggests the beliefs of individual middle supervisor on the manner to which their colleagues and superiors will reply in the event of the introduction of new modern ideas, questions, comments request, or blunder reporting. Other researchers have also found that a work environment that is perceptually seen as secure decreases anxiety, which stimulates employee creativity (Ahmad et al., 2019).

Psychological safety is in a similar fashion described as the team of workers' capability to show and have interaction one's self barring grief of unreceptive issues to career, role or personal-image (Kahn, 1990). The work environment that is benign for chance taking and self-expression would extend the execution and espousal of novelties, therefore serving as a fundamental exigency to developing the huge potentials for innovation (Baer & Frese, 2003). A psychologically safe supervisor or worker is anticipated to be innovative, hazard taking, pro-active, and greater possible to return the safety (trust) given to him with higher intrapreneurial behaviours and performance.

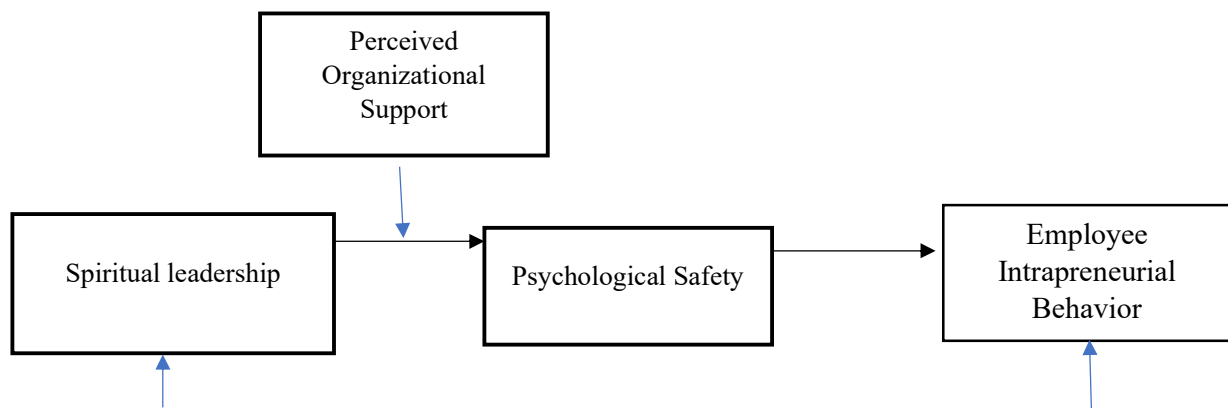
***H<sub>2(b)</sub>. Psychological safety positively related to intrapreneurial behaviours such that employee will more engage in intrapreneurial behaviour when they perceived psychological safe environment.***

### **2.3 Moderating Role of Perceived Organizational Support**

By perceived organisational support, the relationship between spiritual leadership and psychological safety is unquestionably moderated. "Perceived organisational support" refers to the extent to which workers feel their employers appreciate their contributions, care about their wellbeing, and so meet their social and emotional needs" (Rhoades & Eisenberger, 2002). When a worker believes that he has received good treatment from the company, he will feel obligated to return the favour and this will affect how much he feels his values and those of the company coincide, which is referred to as a higher feeling of alignment in the context of spiritual leadership. POS moderate and have an effect on of spiritual leadership and intrapreneurial behaviors. The primary foundation of POS's contribution is the reciprocity principle, according to which every individual is required to help or benefit their beneficiary. Personnel should encourage organisational help and care, which may also reflect on the feeling of workers' transcending of self-interests, in the framework of spiritual leadership. Due to the reciprocal relationships and the sense of duty to assist others, POS might lead to extra-role activities (Eisenberger et al., 2001).

According to the social exchange hypothesis, when a firm enables people and leaders to support one another, people will respond favourably by forging long-lasting bonds and attempting to form an emotional attachment to the leadership. When people adopt values that are a part of leaders' and individuals' values, emotional ties will be realised. In order for the employee's intrapreneurial activities to be expanded when value compliance occurs. In closing, perceived organisational insight or predictions to how employees interact with the company, as shown in their interactions with their supervisors and coworkers. These empowering interpersonal ties may also be used to implement Kahn's theories of psychological protection.

***H<sub>3</sub>: Perceived Organizational Support moderates the relationship between spiritual leadership & psychological safety.***



**Figure 1. Conceptual Framework**



### **3. Research Methodology**

#### **3.1 Research Design**

The present investigation employs a survey methodology, a quantitative research design, and trustworthy, modern technology to gather data. The research are empirical in character and heavily rely on testing hypotheses. Without altering the natural environment or creating an artificial environment, the actual and factual attitudes, actions, and ideas of the staff will be questioned. As a result, an uncontrived and cross-sectional research was completed to examine the link between purpose and impact. Due to the fact that our study is designed to collect data in the workplace's natural context without interfering with the respondents' or organisations' targeted tasks, there will be very little researcher intervention. Because data was gathered at a single moment in time and because it takes less time, the current study used a cross-sectional time horizon.

#### **3.2 Sampling Technique and Sample Size**

Input data utilizing a practical non-probability sampling technique, hotels in the twin cities of Rawalpindi and Islamabad were gathered. Convenience sampling would be helpful in getting the most data from the accessible employees as it is tough to contact all of the people working in Rawalpindi and Islamabad. The type of sampling that will be used in this research is "Convenience Sampling".

The size of the sample for the research is selected by keeping the rule of 5\* (J-PAL, 2018) as in our research, there are four variables so according to variables; sample size selected would be  $17*5 + 7*5 + 6*5 + 15*5 = 225$ . A total of 250–300 people from various businesses and industries will take part in the study. Both management and non-managerial staff members will be requested to take part in this study.

#### **3.3 Data Collection Procedure**

The main way of gathering data for this quantitative survey-based study was through questionnaires. Tools that were already in use were employed to gather responses. A cover letter was sent to ensure the confidentiality of the responses and the importance of participant responses when added to those of other participants for the validity of our study. Self-administered questionnaires were given to men and women of all levels.

#### **3.3 Instrument**

Two sections made up the questionnaire. Close-ended questions about the respondents' demographic characteristics were included in the first section. The second section of the questionnaire had closed-ended items that measured the study's dependent variables on a 5 point likert scale and 7 point likert scale alike where 1 indicates strongly disagree and higher numbers for strongly agree.

#### **3.4 Measurement**

The surveys were written in English because it is the country of Pakistan's official language and most people there can read and speak it. Studies done in the past in Pakistan collected data in English without any problems. Following instruments will be used:

##### **3.4.1 Spiritual leadership**

From (Fry et al., 2005), a 17-item scale was modified to assess spiritual leadership. Examples of such statements are: "I have faith in my leadership's vision for its employees" (vision), "I set challenging goals for my work because I believe that leaders in my organization want us to succeed" (hope), and "Leaders in my organization are honest and without false pride" (indicating altruistic love). Psychometric properties of the first-order factors – vision, hope, and altruistic love were assessed.

### 3.4.2 Psychological safety

A seven-item scale from (Edmondson, 1999) that employs a seven-point Likert scale was used to evaluate psychological safety. Examples of survey questions include: “If you make a mistake on this team, it is often held against you” and “It is safe to take a risk on this team”.

### 3.4.3 Perceived organizational support

From (Eisenberger et al., 2006) six-item scale, which employs a seven-point Likert scale was used to evaluate perceived organisational support. Examples of survey questions are “The organization takes pride in my accomplishments” and “The organization really cares about my well-being”.

### 3.4.4 Employees’ intrapreneurial behaviors

To assess workers' intrapreneurial activities, A modified 15 item scale from (Stull & Singh 2005) was used. The sample items included "In the course of his/her work, he/she keeps ahead of changes instead of reacting to them" (proactiveness), "In the course of his/her work, he/she finds new ways to do things" (innovativeness).

## 4. Results

### 4.1 Demographic Analysis

Data on the sociodemographic characteristics of respondents were gathered using the first half of the questionnaire. It asked about five different things: gender, age, education, total experience, and supervisory experience. 82% of the respondents were men and 18% were women in the sample. In terms of experience, 32% had two years of experience. This demonstrates that, the population of responders have extensive experience. More than 70% of respondents *have at least a master's degree*. In terms of experience with the current supervisor, 42% of respondents have one year's worth. More than 90% of respondents are between the ages of 26 and 35. The characteristics of the sample are depicted in Table 3.1.

**Table 1. Characteristics of the Sample**

|                                    |                       | Frequency | Percent |
|------------------------------------|-----------------------|-----------|---------|
| Gender                             | Male                  | 205       | 82.0    |
|                                    | Female                | 45        | 18.0    |
| Experience                         | 1 Year                | 51        | 22.2    |
|                                    | 2 Years               | 130       | 32.6    |
|                                    | 3Years                | 153       | 17.6    |
|                                    | 11-15 Years and above | 121       | 27.6    |
| Education                          | Bachelor              | 43        | 17.2    |
|                                    | Master                | 175       | 70.0    |
|                                    | MPhil/PhD             | 32        | 12.8    |
| Age                                | 20-25 years           | 90        | 36.0    |
|                                    | 26-30 years           | 111       | 44.4    |
|                                    | 31-35 years           | 25        | 10.0    |
|                                    | 40 & above years      | 24        | 9.6     |
| Experience with current supervisor | 1 Year                | 107       | 42.6    |
|                                    | 2 Years               | 85        | 34.4    |
|                                    | 3Years                | 23        | 9.9     |
|                                    | 4-6 years             | 35        | 13.1    |



#### 4.1 Reliability of Instrument

For the purposes, SPSS was employed, smooth data analysis requires proper data screening. After manually checking the received questionnaire (finding missing values and anomalies), SPSS descriptive statistics were reviewed to find missing data and anomalies. Final data sheet is clean and complete. Results from further Cronbach's alpha testing for the total sample size easily fell within the range of good to outstanding reliability. Table 4.1 lists the Cronbach's alphas, which were calculated.

**Table 2. Scale Reliability Analysis**

| Variable                          | Cronbach's alpha | Number of items |
|-----------------------------------|------------------|-----------------|
| Spiritual leadership              | 0.764            | 17              |
| Psychological Safety              | 0.789            | 7               |
| Perceived Organizational Support  | 0.707            | 6               |
| Employee Intrapreneurial Behavior | 0.706            | 15              |

#### 4.2 Measurement Model Comparison

Table 3 displays the CFA findings. The full model (Spiritual Leadership, Employee Intrapreneurial Behaviour, Perceived Organisational Support, and Psychological Safety) performs significantly better ( $\chi^2=2289.358$ ,  $df=874$ ,  $\chi^2/df=2.703$ ,  $RMSEA=0.062$ ;  $CFI=.957$ ,  $TLI=.931$ ,  $GFI=0.910$ ) than the three-factor model (spiritual leadership, employee intrapreneurial behaviour, and psychological safety) and two factor model for IV and DV (Spiritual leadership, Employee Intrapreneurial Behavior).

**Table 3. Model Fit Indices**

| Models                   | $\chi^2/Df$ | TLI  | CFI  | GFI  | RMSEA |
|--------------------------|-------------|------|------|------|-------|
| SL and IB (2 Factor )    | 1.858       | .850 | .842 | .875 | 0.071 |
| SL, PS and IB (3 Factor) | 2.253       | .900 | .916 | .849 | 0.069 |
| Full Model (4 Factor )   | 2.703       | .931 | .957 | .910 | 0.062 |

*Note: SL - Spiritual leadership, IB Employee Intrapreneurial Behavior, POS- Perceived Organizational Support, PS - Psychological Safety.*

#### 4.3 Correlation Analysis

To determine the relationship between various variables and its strength and direction, a correlation study was conducted. The findings are shown in Table 4.

**Table 4. Correlation Analysis**

| Variables                            | 1      | 2      | 3      | 4 |
|--------------------------------------|--------|--------|--------|---|
| 1. Spiritual leadership              | 1      |        |        |   |
| 2. Perceived Organizational Support  | .505** | 1      |        |   |
| 3. Psychological Safety              | .236** | .412** | 1      |   |
| 4. Employee Intrapreneurial Behavior | .506** | .336** | .188** | 1 |

*\*\*.* Correlation is significant at the 0.01 level.

Since there is a strong and positive connection between the two variables ( $r=.505$ ,  $p=.01$ ), it follows that as perceived organisational support rises, so will spiritual leadership. Hence, H1 is supported. The positive and substantial relationship between Spiritual leadership and psychological safety ( $r=.236$ ,  $p=.01$ ) shows that Psychological Safety is more common in organisations with high levels of Spiritual leadership. A positive and substantial correlation between employee intrapreneurial behaviour and spiritual leadership exists ( $r=.506$ ,  $p=.01$ ),

indicating that when spiritual leadership rises, employee intrapreneurial behaviour will as well. According to the positive and substantial correlation between perceived organisational support and psychological safety ( $r = .412, p.01$ ), psychological safety will increase as felt organisational support does. A positive and substantial relationship exists between employee intrapreneurial behaviour and perceived organisational support ( $r = .336, p.01$ ), indicating that when perceived organisational support increases, employee intrapreneurial behaviour will as well therefore  $H_2$  (b) is accepted. Positive correlations between employee intrapreneurial behaviour and spiritual leadership were found ( $r = .188, p.01$ ). This demonstrates how intrapreneurial behaviour occurs when a leader has a spiritual impact on a team member.

#### 4.4 Mediation Analysis

In order to eliminate multicollinearity and to estimate the centred means scores of interacting variables prior to interaction, PROCESS Macro was used to investigate the moderating impact (Hayes, 2017). The findings show how spiritual leadership mediates the effect of psychological safety on employee intrapreneurial behaviour. According to estimates, there is a positive correlation between employee intrapreneurial behaviour and spiritual leadership (effect=0.0978,  $p=0.001$ , 95% CI=0.0375, UL=0.1893). Table 5 Regression coefficients for the direct and mediation.

**Table 5. Mediation Analysis**

|                          | Effect | SE     | t     | p     | LLCI   | ULCI   |
|--------------------------|--------|--------|-------|-------|--------|--------|
| Direct Effect SL on IB   | 0.2578 | 0.067  | 3.82  | .0002 | 0.1251 | 0.3905 |
| Total effect SL on IB    | 0.3556 | 0.061  | 6.186 | .0002 | 0.2587 | 0.5003 |
| Indirect effect SL on IB | 0.0978 | 0.0383 |       |       | 0.0375 | 0.1893 |

Note: N=250, Education, Total Working Experience and Working Experience with Supervisor are control variables. bootstrap sample= 50000, LLCI= Lower Limit Confidence Interval, ULCI= Lower Limit Upper limit

The investigation's findings (Table 5) were in favour of  $H_2$  (a). Spiritual leadership has a significant indirect impact on intrapreneurial behaviour through psychological safety. As a result, psychological safety plays a partial in mediating the relationship between employee intrapreneurial behaviour and spiritual leadership.

#### 4.5 Moderation Analysis

A positive effect of spiritual leadership on psychological safety is evident by a straightforward slope test that was considerable at ( $B = .43, p=.01$ ) in the presence of perceived organizational support, but it was only marginal ( $B = -.366, p > .001$ ) when perceived organisational support was low. Therefore, hypothesis 3 was accepted. Additionally, the effect of spiritual leadership on psychological safety was significant (bootstrap estimate = .10, bootstrap 95% CI did not overlap with zero) when perceived organisational support was high, but it was insignificant (bootstrap estimate = .002, ns) when perceived organisational support was low. Finally, the bootstrap estimate of the index of moderated mediation was significant on the same conditioned. Thus, the results supported hypothesis 3.

**Table 6. Moderation Analysis**

| Predictor                        | Effect  | SE     | T       | P     | LLCI    | ULCI    |
|----------------------------------|---------|--------|---------|-------|---------|---------|
| Constant                         | 3.2378  | 0.0636 | 50.89   | .0002 | 3.1125  | 3.3631  |
| Spiritual leadership             | 0.0352  | 0.0710 | 0.4923  | 0.620 | -0.1048 | 0.1750  |
| Perceived organizational support | 0.5552  | 0.0768 | 7.2248  | .0000 | 0.4039  | 0.7066  |
| Interaction Term(SL x POS)       | -0.4882 | 0.116  | -4.1763 | .0000 | -0.7184 | -0.2579 |
| <b>Conditional Effects</b>       |         |        |         |       |         |         |
| -0.8230 (Low)                    | 0.4369  | 0.1185 | 3.6875  | .0003 | 0.203   | 3.670   |
| 0.0000 (Medium)                  | 0.0352  | 0.0710 | 0.4923  | .6208 | -0.104  | 0.175   |
| 0.8230 (High)                    | -0.3666 | 0.1206 | -3.0397 | .0026 | -0.604  | -0.129  |

## 5. Discussion

The study's primary goal was to look at the connection between spiritual leadership and staff intrapreneurial behaviour in Pakistani hotels. To accomplish the study's ultimate goal, the major goal was broken down into four sub goals.

1. The study's initial goal was to determine whether employee intrapreneurial behaviour and spiritual leadership are related.
2. The second goal was to look into how spiritual leadership and safety are related.
3. The third objective was to ascertain the role of psychological safety as a mediating component on the linkage between spiritual leadership and intrapreneurial behaviour among workers.
4. The fourth goal was to determine how perceived organisational support impacts the relationship between employee intrapreneurial behaviour and spiritual leadership.

Several direct hypotheses were developed with the study's goal in mind in order to accomplish it. From Pakistani hotel staff, cross-sectional data was gathered using a survey-based questionnaire. Several statistical tests were employed to assess the data and test the direct and indirect hypotheses. All of the hypotheses were supported by the study's statistical findings. The important conclusions under each of the study's hypotheses are highlighted in this chapter.

This study aimed to investigate how perceived organizational support and psychological safety interact as modifiers and mediating processes, respectively, between spiritual leadership and intrapreneurial behavior of employees in certain Pakistani situations. The lack of study on intrapreneurial behaviors among employees and the connections between leadership and intrapreneurial behaviors in the hotel business is intriguing. According to a recently published study on the social exchange theory, spiritual leadership is positively associated to workers' intrapreneurial behaviors, directly through psychological safety, to increase their interest in their work. Additionally, earlier research revealed that POS moderates the relationships, making them more stable when POS is high, in accordance with the social exchange theory.

Data coding and analysis were done using SPSS-23.0. Firstly, data coding was done to enter data after that screening was done to identify missing values and anomalies, then normality of data was checked by running normality test, after that by performing ANOVA test-controlled variable were treated. Additionally, a reliability test and correlation analysis were carried out to see whether there was any intercorrelation among the research variables and to determine the direction of the link. Additionally, a confirmatory factor analysis (CFA) was carried out. Positive spiritual leadership and employee intrapreneurial behaviour were connected by three basic hypotheses. Spiritual leadership has a favourable relationship with psychological safety

and a positive relationship with employee intrapreneurial behaviour, respectively. An overview of the findings is shown in Table 4. The results demonstrate an affirmative link between spiritual leadership and employee intrapreneurial behaviour, which is consistent with Hypothesis H1. Additionally, results supported the strong positive connection between psychological safety and spiritual leadership supporting Hypothesis H2. A high positive relationship between employee intrapreneurial behaviour and psychological safety is also demonstrated by the data therefore supporting H2a. Thus, each of the key effect hypotheses was supported by the data. In contrast, the H2a is strongly supported by the indirect impact, which indicates that spiritual leadership significantly influences employee intrapreneurial conduct in situations when employee experiences more psychological safety.

The third hypothesis describes a moderating effect of perceived organisational support on the relationship between perceptions of spiritual leadership and psychological safety, with the relationship growing stronger and vice versa in the presence of high perceived organisational support. The moderating impact for psychological safety was confirmed using Model 1 in the PROCESS macro. The positive impact of spiritual leadership on psychological safety was significant when perceived organisational support was high, while it was only marginal when perceived organisational support was low. So, the third hypothesis is accepted.

### **5.1 Theoretical Implication**

A new leadership approach known as spiritual leadership has arisen, and it is essential for encouraging employees to engage in intrapreneurial conduct (Ogbonnaya et al., 2021). This research has arguably made the most significant contribution to the research on spiritual leadership. This study also contributes to the minimal body of literature on the connections between leadership and employee intrapreneurial behaviour. Only few research findings have so far shown a positive relationship between transformational leadership, authentic leadership, and employees' intrapreneurial behaviour (Valsania et al., 2016). Finally, by highlighting the role psychological safety plays in mediating the positive association between employee intrapreneurial behaviour and spiritual leadership.

This study will initially increase our knowledge of the relationship between leadership and employee extracurricular behaviours (Qiu et al., 2019). The most recent literature, which makes important improvements, demonstrates how leadership affects workers' engagement in unusual extra-role activities, such as creative work behaviour. citizenship behaviour (Schuckert et al., 2018).

According to the SET theory, employees are much more likely to get benefit from spiritual leadership traits like vision and hope/faith, which increase competence, perception of the value of their contributions to the organization's goals, and sense of self-determination, if they feel that their organisation is supportive. The findings also suggest that, in comparison to their counterparts, employees who perceive organisational support and who also perceive the vision and hope/faith elements of spiritual leadership exhibit a higher degree of engagement in intrapreneurial behaviours. By highlighting its significance in employees' intrapreneurial behaviours, this research provides addition to the sparse but ever-growing field of leadership, and perceived organisational support in the hospitality industry (Gursoy et al., 2013). It also enriches the general literature on perceived organisational support.

Finally, by highlighting the role psychological safety plays in mediating the positive association between employee intrapreneurial behaviour and spiritual leadership. The discovery deepens our knowledge of why intrapreneurial practises among employees are positively connected with spiritual leadership. Our study's main finding is that spiritual leadership is essential for enabling and organically encouraging followers to exhibit intrapreneurial behaviours.

Furthermore, the direct correlations between spiritual leadership and psychological safety were found to be boundary conditions of the current study, which established perceived organisational support as a boundary condition.

### **5.2 Practical implications**

This study extends the notion that, in order to encourage employees' intrapreneurial practises, it is crucial to conduct spiritual leadership. First, it is advised that businesses emphasise their value of spiritual leadership when hiring new employees and look for people who have the traits and principles that lend themselves to spiritual leadership. Second, businesses need to set up leadership development programmes that are based on strategies intended to foster personal spirituality.

Employees must also have an innate drive to accomplish something meaningful outside of the transactional exchange of services for compensation in today's hectic and demanding work environments. Managers may inspire their workers through their deeper connections to feel pleasure and joy at work to meet the demanding standards of the hospitality business by including their staff in the extra-ordinary vision and creating a sense of purpose and belonging among them.

Finally, to do this, managers may want to organise brainstorming sessions, discussions, and coaching sessions that concentrate on novel concepts and market potential and aid employees in adopting an intrapreneurship mindset. the organization's perception of the impact of spiritual leadership and entrepreneurial practises.

### **5.3 Limitations and Future Research**

This research finding provided a wealth of insightful information about employee intrapreneurial behavior, psychological safety, and spiritual leadership in the setting of Pakistani hotels. Following the analysis of the various data, a few potential limitations need to be mentioned.

The data for the current study were gathered using a cross-sectional design, which gathers information all at once. In contrast, data from the same respondents are gathered over the course of a longitudinal data collecting design. Given this constraint, it is recommended that future study employ a longitudinal design in order to more effectively evaluate the causal relationship between psychological safety, spiritual leadership, and employee intrapreneurial behaviour.

Rawalpindi and Islamabad in Pakistan, which are twin cities, provided the data for this study. The question of whether the conclusions about employees in different nations (different organisational environments) may be taken into consideration. The sample size of 250 respondents, which is appropriate but constrained, was used to collect the data from Pakistani hotel staff. To get more reliable results, future research may gather information from a big sample.

Although the researcher gathered demographic information, this information was not included in the study. In order to properly understand the subject, future research may employ these parameters as dummy or control variables to analyse them. Despite the fact that the current study greatly expands the body of knowledge in the field, the limitations of the study that have been highlighted may lead to suggestions for more research.

Another study limitation may be that we focussed on the connections between individual intrapreneurial behaviours and spiritual leadership. Future research can build on this work by assessing the effect of spiritual leadership on teams to understand the collaborative outcomes of spiritual leadership on team outcomes and synergies which possibly could be generated among employees. Future researchers will find other leadership ideologies helpful, such as ethical leadership and benevolent leadership.

### **5.4 Conclusion**

The amount of information on psychological safety and spiritual leadership is expanded by this study. Employee performance and productivity in a disruptive environment are intrinsically driven. Individuals achieve satisfactory results under spiritual leadership through psychological safety mechanisms, which is consistent with the SET claim that people in psychologically safe environments may also feel obligated to reciprocally contribute to the improvement of the business enterprise through greater levels of engagement as intrapreneurial behaviour. Employees are more likely to feel psychologically at ease when spiritual leaders inspire them, which may provide them with a "excuse" to engage in intrapreneurial behaviour.

In order for the employee's intrapreneurial activities to be expanded when value compliance occurs. Last but not least, spiritual leadership enhances workers' capacities for communication and mental dialogue in understanding and resolving complicated problems (Krahnke et al., 2017). Workers' self-confidence is increased and they become more determined to engage in extra-role behaviours thanks to the characteristic of faith/hope that distinguishes spiritual leadership. Spiritual leaders help their followers feel loved and appreciated by their community, which increases their delight while being themselves, expressing themselves, or taking risks.

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