"Impact of Spiritual Intelligence on Leadership Competence and Sustainable Decision-Making: An Empirical Study of IT Organizations in Haryana and Delhi NCR"

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Abstract

In light of the continuous change on the technological field and the growing moral maze, it is observable that the leadership of IT organizations should be more than just individuals with technical experience and good managerial abilities. This study explores the existence of societal skills and ethical decision-making skills within the scope of spiritual intelligence by gathering responses from IT professionals in Haryana and Delhi with a concentration in NCR. Finally, this tunes into leadership and decision-making, but viewed from the concept of spiritual intelligence as a contextual competency; that is it is attempted to be scientifically supported as one of the antecedents of leadership styles and decision-making behaviors. For this purpose, the study follows a positivist research strategy and communicates with IT technicians and team leaders who are employed in some of the companies within the area. Towards this end, surveys have been developed to capture the constructs of spiritual intelligence, leadership effectiveness, and acceptance of sustainable decision-making. The study further employed correlation and regression analysis to understand the relationships between the variables. The results revealed a positive relationship between spiritual intelligence and leadership competences where it was indicated that higher spiritual intelligence contributes to enhanced managerial functions by fostering interpersonal competence, empathy, moral awareness in work and valuing-led behavioral patterns. Again, such clear conclusions concerning the influence of spiritual intelligence on the thinking and reached decisions in organizations were presented, which encompassed sustainability, social responsibility and the concept of considering the interests of other dynamics in relation to the decisions made. The research finally asserts that spiritual intelligence is a frame that helps perfect how you interact with relax while also informing the development of sustainability enhanced objectives.

Keywords: Spiritual Intelligence; Leadership Competence; Sustainable Decision-Making; IT Organizations; Value-Based Leadership

Introduction

The era of technological progress, liberalized markets and sustainable development which require organizations to accept new business and societal cultures calls for leaders who are not only able to harness Information
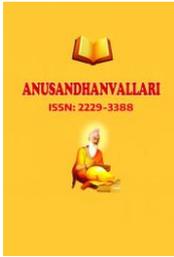
Technology (IT) effectively but also sensitive to the ethical, emotional, and value related aspects. In such areas of India, as Haryana, and Delhi NCR, technology and development have increased centering on IT and technology, effective leadership contains reconciling high performance expectations while practising socially responsible and sustainable decision making in leadership has its exigencies. Today, the academic community focuses, among others, on intellectual and emotional intelligence and adds another component of spiritual intelligence. Spiritual intelligence is an orientation in the interest to humanistic values. The ability to interpret or apply these principles within the frameworks of work and other organizational setups is what is termed as spiritual intelligence. Conversely, spiritual intelligence is distinct from religiosity as the former is all about achieving the self, being merciful, doing the good, recognizing that everything is interrelated, and holding fast to ideals. Leadership effectiveness in today's organizations requires high levels of spiritual intelligence to respond to such issues as what is right, establishing innovative and diverse work units, and promoting an ethos of openness and trust stimulation.

Acquiring Leadership abilities in the IT industry is not solely about managing the operations of people and technologies; it goes further towards engaging in strategic, communicative, developmental, internal, coordinating, and ethical activities. There are risks in such environments as those characterized by volatility and change in information technology landscapes which increases the likelihood of challenges relating to considerations around data privacy, cyber-attacks, expectations, allocations and sustainability among others. In the desire to achieve the efficiencies of doing business, however, business ethics is a major issue that leaders must learn to solve. In such contexts business environmentally, friendly sustainable practices are referred to as sustainable decision making which encapsulates choosing those choices that walk in tandem with both economic social balance and ecological preservation. It is now apparent that organizations are not merely judged on their profits, but also on the enhancement of the quality of life and protection of the environment in general. The effective leadership which integrates long term perspectives and stakeholder orientation along with ethics is more likely to advance sustainable improvement and organizational adaptation. Contrary to the popular and widely available networks of engaging leaders and organizations, there exist limited studies that have looked into the impact of spiritual intelligence on leader effectiveness and long term oriented decision making in the IT industry in India in particular. Haryana and Delhi NCR are recommended to present a good place for such research due to the high concentration of IT firms, entrepreneurial establishments, and other multinational organizations engaged in intense performance and addressing disparate workforces.

This research therefore seeks to reconcile the subsequent situation by examining the influence of spiritual intelligence on leadership abilities and sustainable decision making among IT professionals in Haryana and Delhi NCR. By looking at these constructs the study intends to establish how underlying individual values and awareness drive leadership competence and organizational responsibility over time. It is expected that the findings of this study will offer not only theoretical but also practical contributions to the enhancement of leadership skills, human capital investment and corporate practices of sustainability.

Conceptual Framework of Spiritual Intelligence

The essence of spiritual intelligence has become a central issue within the sphere of research and study of corporative organizations and management, which – as once again – steps beyond the boundaries of traditional understanding of intelligence and soft skills, such as emotional intelligence. This term denotes an individual's ability to integrate the different bits of life with the latent congruence, values, meaning, and, of course, ethics in addressing various situations and in decision making. Also, spiritual intelligence has been understood by different scholars to be the ability to go up the ladder of consciousness, ask questions about life, and do the right thing simply because that is what the value system demands.
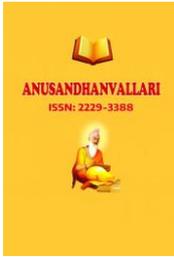
Spiritual faculties are often depicted as consisting of self-awareness, consideration, supersensory consciousness, virtuousness, modesty and an idea of oneness's among others. Self-awareness makes it easier for leaders to direct their motivations as well as scan their strengths and weaknesses. Emotion allows for extending care and concern that makes distortion compassionate to the employees and external public. Universal consciousness enables the patterns and long term gain sites to be seen by one other than the nearest ones. Honesty ensures that the deeds and values are the one, enhancing trust with the organization. Organizations expect to have the spiritual intelligence as regarding the religious aspects of the case but in terms of reinforcing communication oriented and haunting ethical dimensions of the corporate culture, which is much more orientation than procurement. The presence of rapid change and constant innovations in IT organizational settings builds a call for spiritual intelligence as ion leaders with high spiritual intelligence have greater possibility to exhibit mental toughness more so ethics and purpose-necessitated response. Based on this diagram, spiritual intelligence is perceived as an inside capability since it changes the mood, conduct, and planning of the staff fully.

Dimensions of Leadership Competence in IT Organizations

High-level effectiveness in leading individuals in IT firms is a complex equilibrium between proficiency in the aspect of technology or the subject matter, management skill as well as personal qualities. The IT field is one of the fastest growing and dynamic industries ever and hence positions of leadership in such a sector demand individuals with the ability to appreciate complexity of the system; accept technological transformations and work effectively with teams from different dimensions.

Key dimensions of leadership competence include:

- Strategic Vision and Planning: The ability to project the future of industry, connect organizational strategy and technical innovation, and set long-range objectives.
- Communication And Interpersonal Skills: The capability to pinpoint goals crisply without ambiguity, while paying attention, and contributing vigorously to cross-functional groups.
- Emotion Regulation and Team Empowerment: Withstanding pressure, reconciling conflicts and motivating employees in pursuing common objectives.
- Ethical Judgment and Accountability: The making of just, unambiguous and sustainable decisions but ensuring that the rules and norms are followed and any breaches are rectified.
- Innovation and Problem Solving Ability: That is, promoting creativeness, managing the risks and also adjusting to changing market place conditions.

Speaking of Haryana and Delhi NCR, the way IT establishments operate in these regions is no different, as there are many small start-ups flourishing, well-established big companies as well as various service-based organizations. In such surroundings being at the helm requires the ability to respond to various incidents that may occur around, moral sensibility, and the ability to keep the staff on board in spite of the intense situation.

3. Sustainable Decision-Making in the Corporate Context

Sustainable decision-making is called the act of creating certain policy for a certain group of people, that is balanced between profit making, the interest of society and the good care over the surrounding environment; building up the organizations and their action in such a way that respect has been accorded to their economic, social and environmental sphere of influence. In the existing business environment, the emphasis is no longer on sustainability as a supplementary aspect but rather on the need to have lasting turns of policies and strategies within the business practices. Mainstreaming business operations implies looking at what the business
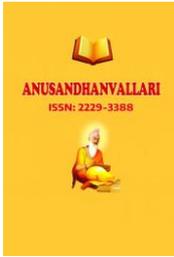
organization has done over time and not just the activities carried out within the current period that is called sustainability. GCBO nowadays is in the process of moving past governance and many CSOs are structured in ways that are sustainable. In the modern world, the principle of sustainability forms it is own pattern in regards to organization's behavior – enabling socially repugnant behavior goes against the tide. Lprgaapeprimary subjects become issues such as the active society and environmental sustainability measurements systems after the end of direct office activities. Various solutions with the IT sector like managing green business resources and sustainable data-centres have been considered. This has helped to manage these resources according to the set norms and policies. All activities of the society revolve around certain key values which guide the individual practices. Behavioral values play a significant role among them. People make decisions and act in ways that are consistent with these values. For some reason, there is a particular allure associated with the high-speed access to information, and an overlay of injustice, racism, sexism or moral concept rhetoric is sheer folly and will not gain them the needed skills or even just acquaint them with any decent skills at all within a society within which low-skill activities are an even more irrational choice. This has to do with developing a skilled society that does not merely consume economic and political goods and services made available to it but also does its part in creating such economic goods and services. Achieving the highest standards of ethical conduct and risk management is the central role of leaders. The application of the most milestones is composed of those set apart from the business concepts found in the textbooks from realistic human beings and those that are admittedly unrealistic for the time being.

The main tenets of sustainable business behavior and decision-making include:

- Actual achievements of sustainable production, i.e. consideration of effects in terms of long-term profit rather than basing their business with the short-term fixed goal.
- Enhanced shareholder value creation through effective stakeholder management, where the focus during decisions' making is the satisfaction of all the important parties involved, rather than just one of them.
- MIT's research in recent years has led to identification of the most common chair layout for classrooms that provide opportunities for collaborative learning using kilcollins solo launch or tandem launch.
- Objective risk and additional to financial performance compliance assessment.
- Social and ecological responsibility
- Open and inclusive leadership

Decisions that are sustainable help build trusting relationships and healthy competition that lasts long in the organization. Sustainable leaders develop desirable management practices which offer necessary support to organizations that want to develop responsibly and prosper.

4. Theoretical Linkages between Spiritual Intelligence and Leadership Effectiveness

The interplay between the efficient leadership and a high level of spiritual intelligence is to be deconstructed in terms of ethical and transformational leadership paradigms. Leaders who possess spiritual intelligence exhibit certain features which are crucial for competent leadership, including genuineness, ethics, sensitivity and orientation to objectives.

- There are two more aspects that must be considered while assessing how spiritual intellection is effective in leading capabilities:
- Development of self-appreciation: knowledge of their anticipations and prejudices by executants, persuade them to be rational, and adopt balanced approaches in solving problems.
- The question of morals in the leadership framework: Domination of strong ethical standards inclinations lead to a culture of openness, fairness, and demonstrates moral courage.
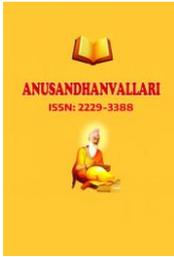
- Affiliation and establishing mutual understanding: An understanding with feelings enhances the unity of the members, as well as the bonds among them even grow stronger.
- And lastly such leaders have a long-term focus as they are fueled by inner meaning, so in most cases they prefer sustainable strategies as opposed to opportunistic tactics.
- It also helps in maintaining emotional equilibrium during adverse effects or when the situation appears out of control.

This theoretical exposure does have a spot in the day-to-day execution of tasks. Ensuring each individual's spiritual, psychosocial, and other kinds of intelligence is properly developed to address—and not merely react to—daily challenges, illnesses, disputes (relating conflicts to the arms of law and order of the State), or threats of death, is what this model attempts to fill.

Research Gap and Rationale of the Study

The integration of spiritual intelligence into notions of leadership and sustainable decision-making has been thoroughly examined for the most part in organizational studies, while considering sustainable decisions in the Indian context this particular blend of concepts remains widely under-researched. In fact, we can find many researches on the managerial effectiveness based on various predictor variables such as emotions, intelligence, transformational leadership, and ethical behaviors, but little work focuses on management as seen through the paradigm of spiritual intelligence. There is scant literature addressing the specific perspective of spiritual intelligence that explains leadership behavior, especially with regard to the sustainability orientation. Many studies review western organizations and do not focus on how spiritual intelligence can be applied in the unique context of the IT industry in India specifically Haryana and New Delhi NCR region. Haryana and Delhi NCR are vibrant technology hotspots and have immensely competitive industries, different types of employees and staff as well as growing concerns towards sustainability. Nonetheless, empirical studies concerning the significance of spiritual intelligence among leaders in the IT industry in these areas are nowhere to be found. This is the reason why the present research is based as an effort to fill in this gap, both at the theoretical and the contextual levels. This research is built on examining spiritual intelligence and its connection to leadership skills and sustainability, which are oriented values. It aims at furthering both the understanding of the subject and the organizationthersettings in the Indian ICT industry.

Objectives of the Study

- To examine the level of spiritual intelligence among leaders in IT organizations in Haryana and Delhi NCR.

Significance of the Study

Theoretical Significance:

This research adds to the existing knowledge on leadership competence and organizational behavior by looking at spiritual intelligence as part of an overall leadership and sustainability framework. This study is significant in terms of enhancing the comprehension of non-cognitive skill as a factor in leadership in knowledge-intensive industries.
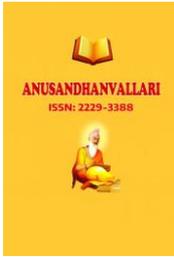
Practical Significance:

The survey results are expected to recommend that managers in IT companies from Haryana as well as Delhi NCR, should include spiritual intelligence competency within the leadership training modules. Designs of organizational change can be centered on those aimed at self-awareness training, ethical reasoning and management of values to achieve more environmentally responsible practices.

Policy and Strategic Significance:

The study can be helpful to policy-makers and planners in showing the relevance of internal values for enhancing ethical leadership, corporate governance, and long-term organizational durability.

Scope and Limitations of the Research

Conducted among IT institutions headquartered in NCR and Haryana are specific such research about spiritual intelligence and how it experienced and acquired, considering the lens of mid-level and senior-level executives in a technology-based corporate competency architecture that is believed to enhance their leadership and promote decision-making in a responsible, logical, and justified manner.

Limitations:

1. The study is geographically bound to Haryana and the North Central Region of Delhi only, which restricts its application in other territories.

2. The subjects were asked to report their findings, hence the presence of potential disclosed information and subjected interpretation.

3. The study is of the cross sectional study design and only a limited number of causal relations can be studied.

4. Subsequent paragraph is not detailed to even organizational culture and external economic factors that may affect the sustainability decision-making as these are a few dynamics that affects the sustainable management of given state.

Data analysis

Work Experience and Position

There is a clear reflective age-bell response when considering job experience. Over 40% of the people had 5-10 years experience (51% hosted 151 people) and these were topped up with 10 to 15 years by 28% or 99 employees. Furthermore, 20 percent had a decent 15-20 years exposure with 65 respondents and 10% were added by 20-25 years professional experience by 35 employees presented in Table 3. This can be attributed by

the presence of novices and professionals whose exposure in the industry has been very long.
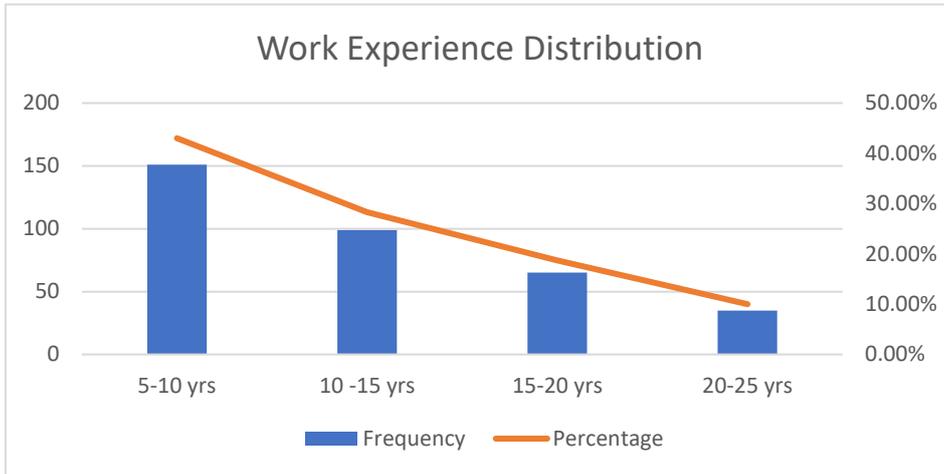

Figure 4 1: Work Experience Distribution

Table 1: Work Experience and Position

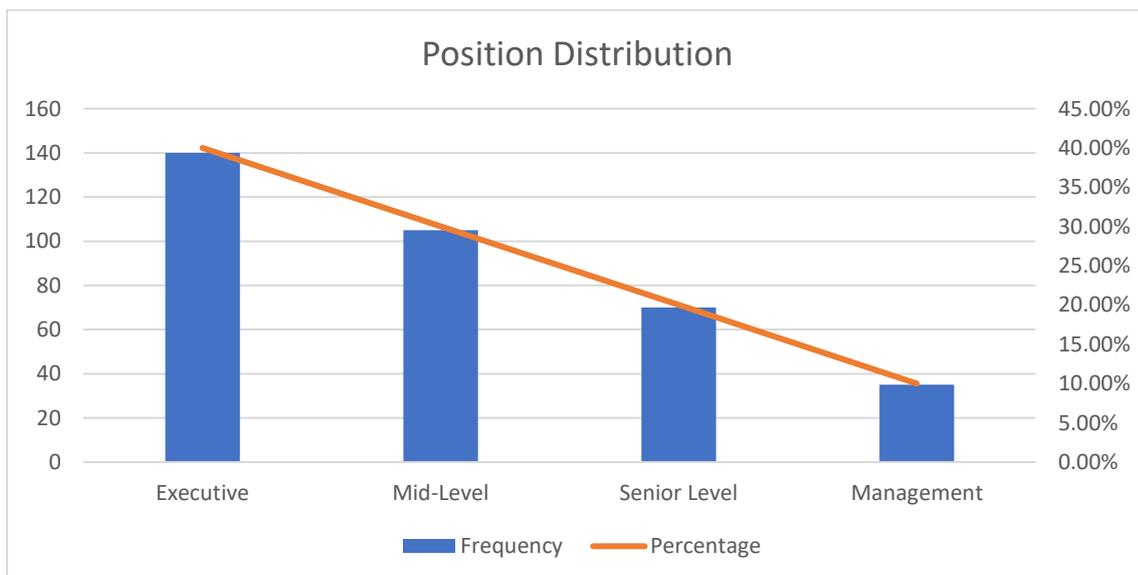| Work Experience (years)	Frequency	Percentage
5-10 yrs	151	43.0%
10 -15 yrs	99	28.3%
15-20 yrs	65	18.7%
20-25 yrs	35	10.0%

Figure 4. 2: Position wise Distribution of the respondents

The hierarchical position of respondents showed that Executives formed the largest group (140, 40%), followed by Mid-Level professionals (105, 30%), Senior-Level employees (70, 20%), and Management representatives (35, 10%). This distribution captures organizational voices across different levels of responsibility and influence, thereby enriching the study with a multi-layered perspective on leadership, decision-making, and spiritual practices at work as details are described in Table 4.1

Composite SI Score Distribution

In order to present an integrated view of SI, each item's scores were summed up to get a total score of 24. When the scores were spread, one could see how IT employees view SI on an overall basis. The average total score is 3.85 displayed by the sample of IT employees which is way above those who neither agree or disagree. The standard deviation is at 0.45 which implies that although most of the participants scored around the mean, the distribution was not 'too compressed'. There were participants whose total scores were as low as about 2.6 whereas others scored as high as 4.8 which demonstrates that they quite strongly agreed with most of the questions on SI.

This finding suggests that while workers in information technology are generally high in spiritual intelligence, there are groups of employees where levels are significantly lower. It is possible that these differences are operationalized as cultural, age-related or occupational settings in which they either enhance or impede the development of SI. The high composite mean is especially relevant for this study's hypotheses: since the employees are likely to exhibit extensive spiritual intelligence, it is likely that this aspect would extensively predict the leadership and decision-making constructs, as seen in supplement forward-looking and SEM estimations.
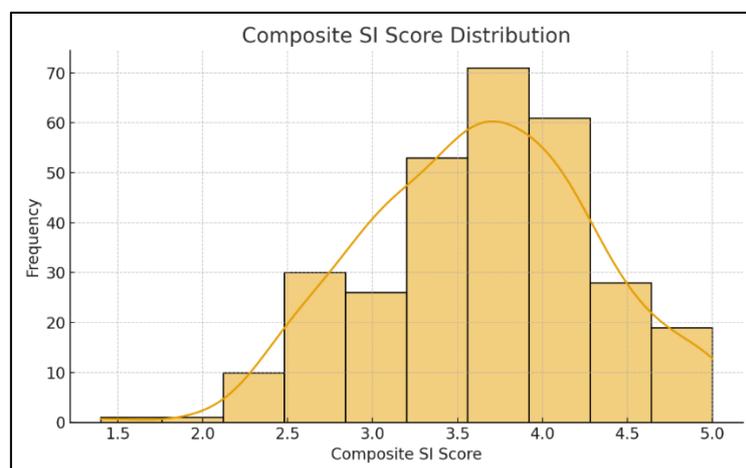

Figure: Distribution of Composite Spiritual Intelligence Score

Table: Cronbach's Alpha values across constructs and the "Alpha if Item deleted" statistics.

Construct	Cronbach's Alpha	Reliability Level
Spiritual Intelligence	0.907	Excellent
Decision-Making & Leadership	0.857	Good
Training & Development	0.899	Good–Excellent

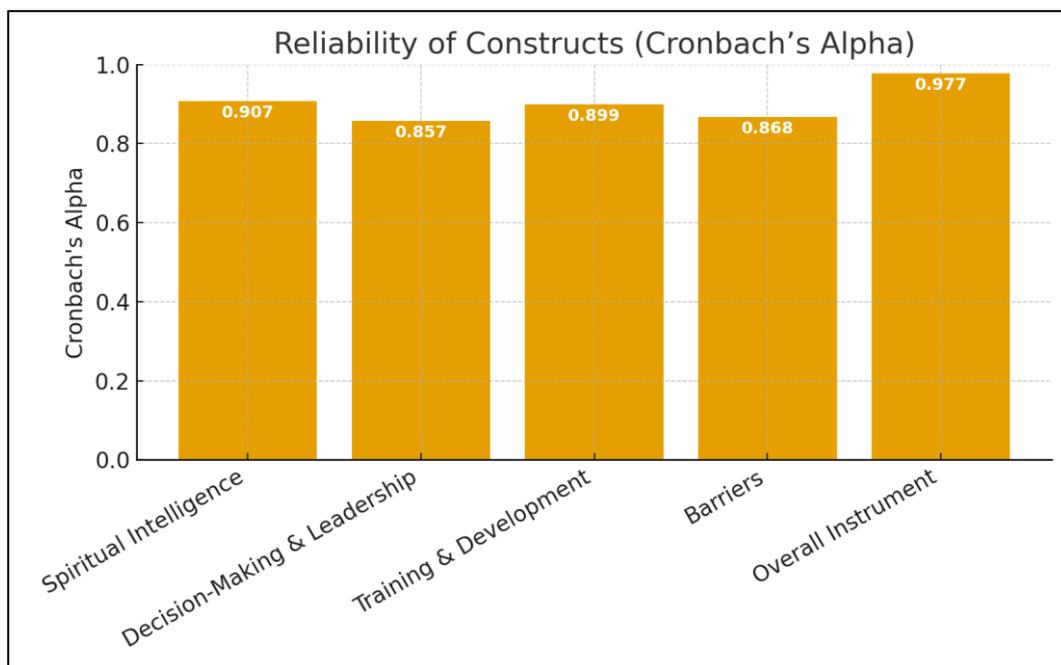| Construct	Cronbach's Alpha	Reliability Level
Barriers	0.868	Good
Overall Instrument	0.977	Excellent

Figure :Reliability of Constructs

Therefore, the data confirms the tool tailored for this purpose is both statistically sound and reliable in substance. Every item displayed a high amount of internal reliability, and the global alpha exceeded the respectable results. The extent to which the measure was reliable makes it safe to persist with devising the hypotheses as well as the use of sophisticated statistical analysis like correlation, regression, and structural equation modeling (SEM). These methods can be employed in the notification process with an assurance that the findings of the study are free of ambiguity and can be relied upon and are correct.

Conclusion

The purpose of this research was to find the relationship between the values any factor of spiritual intelligence and leadership as well as sustainable decision-making in IT firms Haryana and Delhi NCR. Despite the qualitative research approach, the results are most likely to be over-relationistic since they are cross-sectional and there is some degree of personal reflection during the interviews making it prone to mistakes. The demographic breakdown showed a good mix of professionals in terms of experience and ranks. Most of the respondents had experience within the 5-15 years' range and consisted of professionals up to the senior management levels. Views from both the operational and strategic heights are thus captured in the dataset which enhances internal validity bringing out the issue of confounding because it means that the findings are not just about one level of the organization. The head indicates the Composite Spiritual Intelligence (SI) building to a mean of 3.85, which states
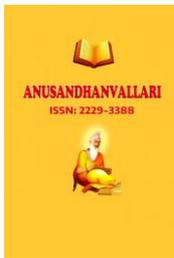
acceptance of strong tendency for creating value driven concerns, with the exception of action, implications for values in reality and the question of values and emotion. A significant portion of respondents has responded with "agree", however, the claim is only state with such confidence for a group of professionals. This difference, incidentally, suggests the possibility of other areas within which to focus on capacity enhancement in the field of leadership.

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