

A Multidimensional Study of Emotional and Spiritual Intelligence in Corporate Leadership

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Abstract: Organizations encounter problems such as sustainable organization development, ethical decision making, flexible leadership and employee engagement. How spiritual intelligence (SI) helps in developing value based leadership is still unknown, although the role of emotional intelligence (EI) has been acknowledged in the skill set of leaders. In order to combine the effect of SI and EI on leadership, the current study tries to formulate the Multidimensional Emotional-Spiritual Intelligence Leadership Architecture (MILA). Data was collected using stratified random sampling method from 300 organizational leaders in the form of surveys for the quantitative research design. Self-Awareness, self-control, empathy, motivation and social skills were used as the measurement tools for EI, while transcendence, moral reasoning and meaning making for SI. Scales were used for measuring employee creativity, organizational commitment and leadership effectiveness. Various statistical methods such as reliability analysis, correlation analysis, regression analysis, mediation analysis, moderation analysis, and ANOVA were conducted using SPSS version 28 and AMOS 24. Since the Cronbach's alpha coefficients of these analyses were between 0.819 and 0.891, the analyzes showed the presence of reliability among the constructs used in the research. The correlation between emotional intelligence and leadership effectiveness was found to be significant ($r = 0.693$, $p < 0.001$), and the correlation between spirituality and leadership effectiveness was found to be significant ($r = 0.628$, $p < 0.001$). 62.1% of the variability of the leadership effectiveness was explained by the EI and SI model ($R^2 = 0.621$). Among the most significant spirituality and emotional intelligence constructs, meaning-making and empathy can be mentioned, respectively.

Keywords: Emotional Intelligence (EI), Spiritual Intelligence (SI), Corporate Leadership, Leadership Effectiveness, Employee Engagement, Organizational Commitment, Sustainable Organizational Performance.

Introduction

Emotional and spiritual intelligences have positive impacts on the levels of employees' resilience, adaptability, and leadership effectiveness within organizations and business environments, since leaders use these abilities in facing difficult workplace problems and consequently, they lead to an improvement of organizational performance [1]. Spiritual leadership in the workplace helps leaders develop organizational citizenship behavior, employee commitment, and workplace involvement. Meaning-based leadership develops a positive organizational culture and enhances employee motivation [2]. The scope of emotional and spiritual intelligences is broader than that of cognitive abilities; they also have a critical role in the effectiveness of leadership practices. The leaders should exhibit a high level of integrity, self-awareness, and be value-based and purpose-driven [3]. Emotional intelligence affects leaders' decision-making, communication, and problem-solving skills. Emotionally competent leaders are capable of being more effective in controlling organizational resources and leadership of organizational roles [4].

These two types of intelligence can lead to better organizational relationships, employee satisfaction, and increased ethical behavior within the workplace, which is also important for the leadership and organization's success [5]. The nature of contemporary leadership requires leaders who are emotionally adaptable, value-driven, have an ethical orientation, and can be successful in organizational and technological changes [6]. Spiritual leadership contributes to higher levels of employee commitment, creativity, and innovation. Providing work with purpose and meaning will promote stronger employee commitment and better organizational performance [7]. Emotional intelligence is significantly related to leadership effectiveness. Emotional awareness, empathy, and self-regulation lead to greater motivation of employees and more effective leadership practices, as provide better performance at the organizational level [8]. Most dimensions of emotional intelligence had a significant impact on the employees' job performance and organizational commitment; these skills can enhance more positive organizational relationships and customer loyalty [9]. The existence of higher emotional intelligence leads to better cooperative relationships in an organization, increases trustworthiness, and enhances collaboration. All these factors contribute to more ethical leadership practices and a positive culture [10]. Future research shows that spiritual intelligence gains increasing recognition as one crucial dimension in ethical leadership, work well-being, and the overall sustainable development of organizations [11].

Key Contribution

- This study proposes a comprehensive framework that integrates Emotional Intelligence (EI) and Spiritual Intelligence (SI) dimensions to explain their collective influence on corporate leadership effectiveness and organizational performance.
- The research investigates how emotional and spiritual intelligence contribute to critical leadership competencies, including strategic decision-making, ethical leadership, transformational behavior, employee engagement, and organizational resilience.
- The study demonstrates the impact of intelligence-driven leadership on key organizational outcomes such as employee commitment, workplace well-being, innovation, creativity, organizational citizenship behavior, and sustainable corporate performance, providing practical insights for leadership development programs.

All the sections are relevant to the study in question. Section I contains the introduction to the topic, while Section II deals with the literature review, problem statement, objective of the study, and the research question. Materials and methods include the theoretical and analytical framework, data gathering, and data analysis and are described in Section III. Section IV contains results and discussion in which demographic data, descriptive statistics, reliability analysis, correlation analysis, multiple regression analysis, ANOVA, hypotheses formulation, and discussion are covered. Structure of the proposed model is outlined in Section V. Section VI provides the conclusions, which represent the summary of the entire study.

Literature Review

A framework was constructed and validated, which combined artificial intelligence and spiritual leadership behaviors. It indicated that spiritual values improved leadership adaptability, quality of decision-making, and organizational transformation. In present times, spiritual intelligence is becoming important for the current workplace leaders. Leaders nowadays should combine their digital fluency with a moral and ethical perspective of working [12]. EI had a positive effect on the management of personal knowledge and problem-solving processes. High-level EI leaders were capable of conducting more effective analytical and decision-making approaches. High EI enhanced leadership effectiveness and adaptation. EI had positive impact on the development of leaders [13]. The results of bibliometric analysis indicated that research interest in the relationship between SI and innovation was growing. Spiritual intelligence showed its relationship to creativity, strategic decision making, and sustainability. Leaders with strong SI can improve the innovative working environment.

There is growing research interest on the importance of spirituality at the workplace leadership level [14]. The importance of assessing SI as a competency for personal and professional development was emphasized. The results showed that spiritual intelligence relates to ethical behavior, empathy and value-based decision-making. SI will lead to an effective leadership style. A framework for measuring assessment could make spiritual intelligence part of leadership studies [15]. Strategic thinking of managers can also benefit the optimism level of employees and the performance level of employees. A good leader should also be equipped with clear strategic thinking ability as well as EI and interpersonal competence. A future-oriented leadership style creates a beneficial work environment for employees to achieve higher organizational value. This study indicated that leadership approach can affect performance in an organization [16]. The results provided evidence on the mediating role of SI between wellbeing, empathy, and professional self-concept. High SI means high interpersonal understanding and high spiritual wellbeing.

These kinds of competences can contribute to effective leadership. The research provided support for incorporating SI in leadership education and training [17]. The effect of EI can improve adaptable performance in the highly digitalized work environment. Higher EI led to higher employee ability in dealing with organizational changes and digital trends. EI can make employees achieve better cooperation, higher learn and higher competence level. This result indicated high level EI should be included into consideration in the current work situation [18]. EI and SI positively contribute to the success and engagement of the workforce. Higher combination of EI and SI create higher relationships in the work, stronger commitment and more effective performance. High EI and SI leaders lead effectively work place with good working relationships [19]. Decision-making made by leaders is critical for value creation in the business.

Leaders should apply comprehensive factors to ensure business success including rational reasoning, ethics, and relations. A long-term perspective in the leadership decision making creates sustainable development. Leaders need to have multidimensional competencies [20]. Work passion and employee performance can be improved by EI and SI. Leaders with strong emotional and spiritual intelligence have greater motivation and commitment and effectiveness. EI and SI play an important complementary role in determining success [21]. Leaders' EI and SI are crucial competencies. Both educational systems and working environment should equip people with high levels of EI and SI in future. Leaders who have high level of emotional intelligence and spiritual intelligence will be prepared to work in complex situations. This study indicates the critical role EI and SI in the development of leader [22]. Spiritual intelligence at workplace with effectiveness and personal development was theoretically suggested. It links to ethical leadership, purpose driven behavior and improved work-life balance. Leaders with strong SI can create a positive, meaningful culture.

There is conceptual support for the research on leadership study with spirituality [23]. Work passion, positive workplace and leader EI/SI lead to a strong organizational performance, effective workplace satisfaction and relations. These factors are found in effective leaders. So, leader has high EI and SI can improve relationship among employees and help organizational development. The study confirmed that leadership performance can be determined by multifaceted competences [24]. Intellectual, emotional and spiritual intelligence together improve employee performance at work. Communication effectiveness, ethical behavior and workplace commitment were influenced by EI and SI. Leaders have various competences improve the performance of their organization. The study provided effective theoretical support for this argument [25].

Problem Statement

In today's business world, more and more organizations are facing difficulties with regard to employee commitment, decision-making, ethical issues, workplace health, safety, environment, sustainability, and leadership approaches. Though the literature on leadership primarily emphasizes both technical aspects and the EI factors, the contribution of spiritual intelligence in developing leadership competence is not researched extensively. Organizations have difficulties in developing the leadership qualities such as the blend of EQ with moral and value-driven thought process, purpose-driven mindset, and leadership resilience during the tough circumstances of the business world. Moreover, the research on the interaction effects of EI and SI on leadership effectiveness and performance in organizations is limited. Hence, a multidimensional study on examining the contribution of emotional and spiritual intelligence in order to improve leadership competencies in organizations, employee performance, creativity, and innovation, sustainable leadership practices in the corporate world should be explored.

Research Objective

- To examine the influence of Emotional Intelligence (EI) dimensions, including self-awareness, self-regulation, empathy, motivation, and social skills, on corporate leadership effectiveness.
- To investigate the role of Spiritual Intelligence (SI) dimensions, such as meaning-making, transcendence, and moral reasoning, in enhancing leadership competencies.
- To analyze the combined impact of Emotional Intelligence and Spiritual Intelligence on strategic decision-making, ethical leadership, employee engagement, and organizational resilience.
- To evaluate the effect of multidimensional intelligence-driven leadership on organizational outcomes, including employee commitment, workplace well-being, innovation, creativity, and sustainable corporate performance.

Research Questions

RQ1: How do the dimensions of Emotional Intelligence, including self-awareness, self-regulation, empathy, motivation, and social skills, influence corporate leadership effectiveness?

RQ2: What is the impact of Spiritual Intelligence dimensions, such as meaning-making, transcendence, ethical consciousness, value alignment, and compassion, on leadership competencies in organizations?

RQ3: How does the integration of Emotional Intelligence and Spiritual Intelligence contribute to strategic decision-making, ethical leadership, employee engagement, and organizational resilience?

RQ4: To what extent does multidimensional intelligence-based leadership affect organizational outcomes such as employee commitment, workplace well-being, innovation, creativity, and sustainable corporate performance?

Materials and Methods

Theoretical and Analytical Framework

The EI theory and the SI theory, that have been used to discuss the phenomenon of effective leadership in today's business world, are merged to constitute the base of the proposed model. On the one hand, SI (significance, transcendence, and moral reasoning) brings value to leadership, spiritual values, and organizational stability; on the other hand, EI (self-awareness, self-regulation, empathy, motivation, and social skills) helps leaders to handle their emotions and develop healthy interpersonal relationships. The study holds that leaders with higher levels of EI and SI would be better at leading employees, dealing with challenges, making decisions, adopting value-driven approaches, and fostering overall long-term organizational sustainability. Thus, it suggests that while EI accounts for behavioral and relationship competence, SI adds value-based leadership and a long-range strategic view, thereby developing a mutually reinforcing leadership. Logically, this framework posits that EI and SI act as independent yet interdependent predictors of organizational leadership effectiveness and outcomes.

The key antecedents of leadership effectiveness and the predictors of enhanced business decision-making, ethical leadership, job satisfaction, organizational commitment, employee engagement, and organizational innovation and resilience are the dimensions of EI and SI. The framework believes that leaders with a high level of EI and SI would develop greater leadership effectiveness than those who just have a high level of one of them. The research methodology will be used to investigate the strength and significance of these correlations by way of descriptive statistics, correlational analysis, multiple regression analysis, and ANOVA. In this manner, leadership effectiveness serves as the dependent variable, while the EI and SI dimensions serve as the independent variables, with several dimensions that shape leaders' job performance, employees' well-being, business innovation, and sustainable organizational prosperity.

Data Collection

Three hundred corporate executives were recruited in a stratified random sampling approach from four industries: manufacturing ($n = 82$), information technology ($n = 95$), finance and banking ($n = 71$), and healthcare ($n = 52$). The requirement was that the candidates must have been managers for five years or more. Each of the methodologies used in this research was cleared by the Institutional Review Board and consent was obtained from each of the participants.

Sample Size Determination

The chosen number of 300 participants was determined considering the representativeness and reliability of the data for the research. The multivariate methods of analysis (confirmatory factor analysis, correlation analysis, hierarchical regression, mediation and moderation, ANOVA) used in the research require certain number of respondents to make estimation reliable. The selection of respondents involved four industrial sectors to achieve greater diversity and eliminate the biases in sampling due to sector specificity. Thus, the sample size was determined as sufficient for assessing the relationship between emotional intelligence, spiritual intelligence, leadership effectiveness and sustainable organizational outcomes.

The information was collected using the self-reported questionnaire. The modified version of the SSEIS that contains 20 items is utilized in this study to collect data regarding demographics and emotional intelligence. The 5-point Likert scale (1 = Strongly Disagree; 5 = Strongly Agree) is utilized to assess several areas related to emotional intelligence, such as self-awareness, self-regulation, empathy, and social skills. The modified version of the ISIS (Integrated Spiritual Intelligence Scale) that contains 18 items is referred to as Spiritual Intelligence. This measures spiritual intelligence through component features such as Meaning-Making, Transcendence, and Moral Reasoning. Leadership

outcomes by using the 15-item Leadership Effectiveness Scale (LES). This scale measures organizational commitment and employee creativity. The questionnaires were distributed via the Google Forms platform and in hard copy during the executive development programs. An 88.2% response rate was obtained, giving 300 completed questionnaires from an initial 340 distributed.

Bias Mitigation Strategy

Several measures have been adopted to eliminate the possible internal biases that may arise from the use of self-reported survey data. First, respondents were chosen using stratified random sampling technique in various industries to limit any form of sampling bias. Measurement scales that had already been used and tested were incorporated into the design of the questionnaire, eliminating any possibility of ambiguous questions and measurement bias. Respondents were assured of anonymity and confidentiality of their responses, reducing social desirability bias.

The survey items were stated without leading statements, and neutrality in wording was maintained during the process of questionnaire design. Measures were taken to prevent common method bias by instructing the respondents appropriately and ensuring psychological separation of the predictors from the outcome construct when administering the questionnaire. Common method bias was evaluated statistically using reliability, construct validity, and confirmatory factor analysis. The acceptable values of reliability and model fit confirmed that the measurement bias did not influence the results. Incomplete responses were eliminated before analysis.

Data Analysis

As the executives in the population have been classified into different strata according to their industry (i.e., manufacturing, IT, banking, and healthcare), a stratified random sampling technique has been employed to select the sample of the quantitative study. The software tools such as AMOS 24 and SPSS 28 have been used for data collection and analysis purposes. The steps before the analysis involved item-total correlation, reliability analysis (Cronbach's alpha and Composite reliability [CR]) as well as frequency distribution table formation to collect demographic data. To assess construct validity, the confirmatory factor analysis (CFA) method has been used. Also, the model fit has been assessed by calculating the values of CFI, TLI, RMSEA, χ^2/df and discriminant and convergent validities. Applying the various tests such as multi-collinearity test, normalcy test, and homoscedasticity test to conduct regression analysis to determine the predictive capacity of social intelligence compared to emotional intelligence. Following confirmation of the equality of variance via Levene's Test, a one-way ANOVA test was conducted to observe differences between industries in regard to EI, SI, and leadership effectiveness. Mediation test through bootstrapping was done utilizing Hayes' PROCESS Macro (Model 4) by applying 95% confidence intervals to determine the mediation effect (H6). Hierarchical moderated regression using mean centered interaction variable (SI X Moral Reasoning) was used to observe R² change in order to determine moderating effect (H7).

Results and Discussion

Demographic Information

The demographic characteristics of the 300 executive respondents are given in Table 1. The majority of the sample were males (62.3%). Most respondents belonged to the 35–44 age bracket (40.3%), which is logical given the study's focus on mid-career leadership. Master's degree holders comprised the largest educational-level category (47.3%), and most respondents had 11 to 20 years of experience (49.3%). Sector-wise distribution of executives was maximum for the IT/Technology sector (31.7%), followed by the Manufacturing sector (27.3%), the Finance/Banking sector (23.7%), and the Health Care sector (17.3%). This demographic characteristic appears representative of overall executive profiles at the top corporate management levels in South Indian business centers and a valid starting point for generalization in this context.

Table 1: Demographic Profile of Respondents (N = 300)

Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	187	62.3%
	Female	113	37.7%
Age Group	25–34 years	89	29.7%
	35–44 years	121	40.3%
	45–54 years	68	22.7%
	55 and above	22	7.3%
Education	Bachelor's Degree	96	32.0%
	Master's Degree	142	47.3%
	Doctoral Degree	62	20.7%
Work Experience	5–10 years	74	24.7%
	11–20 years	148	49.3%
	21+ years	78	26.0%
Sector	Manufacturing	82	27.3%
	IT/Technology	95	31.7%
	Finance/Banking	71	23.7%
	Healthcare	52	17.3%

Source: By authors

Descriptive Statistics

The descriptive statistics of each of the key variables considered in this study are given in Table 2 below. With an average value of 3.82 (SD=0.61) on emotional intelligence scale, the business executives in the sample seem to possess fairly high levels of emotional intelligence. Of all the components of EI, Social Skills scores the lowest average value (M=3.74, SD=0.67), while Self-Awareness scores the highest average value (M=3.91, SD=0.58). Spiritual Intelligence has a mean of 3.65 (SD = 0.72), which is lower than EI. Transcendence has the lowest mean among the SI dimensions (M = 3.58, SD = 0.74). Leadership Effectiveness has a mean of 3.77 (SD=0.64), while there are insignificant differences between Organization Commitment (M=3.80) and Employee Creativity (M=3.69). Similar trends have been found in prior research, where EI is reported to be higher than SI in corporate samples due to the greater emphasis on EI training in human resource development programs.

Table 2: Descriptive Statistics of Study Variables

Variable	N	Mean	SD	Min	Max
Emotional Intelligence (EI)	300	3.82	0.61	1.80	5.00
Self-Awareness	300	3.91	0.58	2.10	5.00
Self-Regulation	300	3.76	0.63	1.90	5.00
Empathy	300	3.89	0.55	2.00	5.00
Social Skills	300	3.74	0.67	1.70	5.00
Spiritual Intelligence (SI)	300	3.65	0.72	1.60	5.00
Meaning-Making	300	3.71	0.69	1.80	5.00
Transcendence	300	3.58	0.74	1.50	5.00
Moral Reasoning	300	3.68	0.70	1.70	5.00
Corporate Leadership Effectiveness	300	3.77	0.64	1.90	5.00
Organizational Commitment	300	3.80	0.62	2.00	5.00
Employee Creativity	300	3.69	0.68	1.80	5.00

Source by Authors

Reliability Analysis

The internal consistency reliability of the constructs was analyzed using Cronbach's alpha and Composite Reliability (CR). The internal consistency reliability of all the constructs was found to be significantly greater than the proposed cut-off point of Cronbach's alpha > 0.80, as depicted in Table 3 and Fig. 1. Among the constructs, the most reliable construct is Leadership Effectiveness ($\alpha = 0.891$; CR = 0.908), while the overall EI reliability is $\alpha = 0.889$ (CR = 0.901).

Reliability of Spiritual Intelligence was acceptable, with $\alpha = 0.874$ (CR=0.891). Individual sub-dimensions had reliabilities ranging from $\alpha = 0.819$ (Transcendence) to $\alpha = 0.857$ (Empathy), both acceptable levels while the Organizational Commitment sub-scale reached $\alpha = 0.863$.

Table 3: Reliability Analysis — Cronbach's Alpha and Composite Reliability

Construct	No. of Items	Cronbach's Alpha	CR
Emotional Intelligence	20	0.889	0.901
Self-Awareness	5	0.841	0.862
Self-Regulation	5	0.832	0.849
Empathy	5	0.857	0.873
Social Skills	5	0.828	0.845
Spiritual Intelligence	18	0.874	0.891
Meaning-Making	6	0.836	0.852
Transcendence	6	0.819	0.837
Moral Reasoning	6	0.844	0.859
Leadership Effectiveness	15	0.891	0.908
Organizational Commitment	5	0.863	0.879
Employee Creativity	5	0.847	0.861

Source: By authors

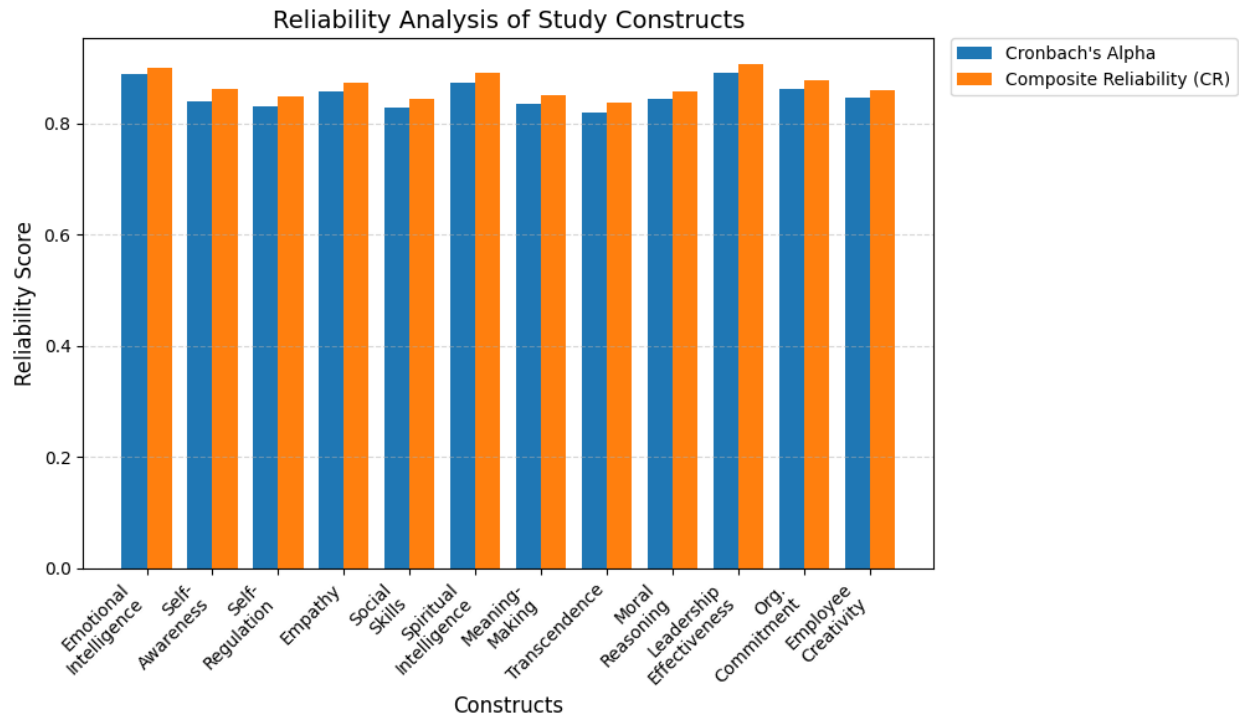


Fig1: Reliability Analysis- Cronbach's Alpha and Composite Reliability

Source: by Authors

Correlation Analysis

Pearson correlation matrices for each of the research constructs are provided in Table 4. There was an extremely significant positive relationship between the score on the scale measuring leadership effectiveness and EI ($r = 0.693$, $p < 0.001$). As predicted by the theoretical perspective, there was a fairly significant positive relationship between spiritual intelligence and leadership effectiveness score ($r = 0.628$, $p < 0.001$). The relationship between EI and SI was moderate, significant ($r = 0.584$, $p < 0.001$), yet not absolute, as expected. This implies that the EI and SI variables have some conceptual similarity, though not completely overlapping constructs. Of the components of EI, Empathy showed the strongest positive correlation with Leadership Effectiveness ($r=0.641$, $p<0.001$), indicating a strong association between the most organizationally relevant sub-dimension of EI and effective leadership. Of the components of SI, Meaning-Making showed the strongest correlation with both leadership effectiveness and Organizational Commitment, supporting accounts that view orientation towards the meaning of life as a fundamental component of spiritually intelligent leadership.

Table 4: Pearson Correlation Matrix of Study Variables (N = 300)

Variable	1	2	3	4	5	6	7	8
1. EI	1.000							
2. Self-Awareness	0.712	1.000						
3. Self-Regulation	0.698	0.634	1.000					
4. Empathy	0.731	0.651	0.609	1.000				
5. SI	0.584	0.521	0.497	0.548	1.000			
6. Meaning-Making	0.541	0.489	0.463	0.512	0.742	1.000		
7. Leadership Eff.	0.693	0.619	0.582	0.641	0.628	0.581	1.000	
8. Org. Commitment	0.661	0.593	0.557	0.612	0.599	0.553	0.748	1.000

Note: Correlation is significant at $p < 0.01$ (two-tailed). EI = Emotional Intelligence; SI = Spiritual Intelligence

Source: By authors

Multiple Regression Analysis

Table 5: Multiple Regression Analysis — Predictors of Leadership Effectiveness

Predictor Variable	β	SE	t-value	p-value
Dependent Variable: Leadership Effectiveness ($R^2 = 0.621$, $F = 48.72$, $p < 0.001$)				
Constant	0.482	0.214	2.252	0.025
Self-Awareness	0.241	0.068	3.544	0.001
Self-Regulation	0.198	0.071	2.789	0.006
Empathy	0.267	0.065	4.108	<0.001
Social Skills	0.183	0.073	2.507	0.013
Meaning-Making (SI)	0.224	0.069	3.246	0.001
Transcendence (SI)	0.179	0.072	2.486	0.013
Moral Reasoning (SI)	0.205	0.070	2.929	0.004

Source: By authors

The output of hierarchical multiple regression analysis predicting Leadership Effectiveness is provided in Table 5. The EI and SI constructs were incorporated into the regression analysis that was statistically significant ($F=48.72$, $p<.001$) and accounted for a statistically significant variance of the Leadership Effectiveness ($R^2=.621$). As far as predictors of EI, Empathy was the predictor that possessed the highest predictive power ($B=0.267$, $p<.001$) while other predictors were as follows: Self-Awareness ($\beta = 0.241$, $p = 0.001$), Self-Regulation ($\beta = 0.198$, $p = 0.006$), and Social Skills ($\beta = 0.183$, $p = 0.013$). It should be noted that the obtained results were in line with theoretical and empirical research findings. Regarding SI predictors, Meaning-Making was the strongest predictor of leadership effectiveness ($B=0.224$, $p=0.001$), followed by Moral Reasoning ($B=0.205$, $p=0.004$). The addition of SI variables in Model 2 yielded a statistically significant increase in ($\Delta R^2=0.089$, $p=0.003$) relative to the model with only EI variables ($R^2=0.532$). The significant improvement in R^2 over that predicted by the EI variables, consistent with and supporting

AI's finding of the incremental predictive utility of SI over EI for organizational effectiveness, provided strong evidence of SI's added value.

ANOVA Analysis-Cross-Sectional Differences

Table 6: One-Way ANOVA Results — Cross-Sectoral Leadership Intelligence Differences

Leadership Dimension	SS	df	MS	F	p	η^2
EI → Decision Making	18.42	3	2.631	12.84	<.001	0.234
EI → Team Cohesion	21.17	3	3.024	14.72	<.001	0.259
SI → Driven Outcome -Ethical Climate	16.83	3	2.404	11.71	<.001	0.218
SI → Driven Outcome - Employee Well-being	19.54	3	2.791	13.58	<.001	0.241
EI+SI → Innovation	24.68	3	3.526	17.16	<.001	0.286
EI+SI → Org. Citizenship	22.91	3	3.273	15.94	<.001	0.271
Error	60.12	296	0.206			
Total	183.67	299				

Source: by Authors

Table 6 presents the one-way ANOVA results, indicating statistically significant cross-sectoral differences across all leadership intelligence dimensions, with p-values below 0.001. The reported sample size of 300 executives is consistent with the ANOVA results; the between-group degrees of freedom ($df = 3$) indicates that respondents were categorized into 4 sectoral groups ($k = 4$), and hence $df_{\text{between}} = k - 1 = 3$ and $df_{\text{within}} = 300 - 4 = 296$, confirming that the analysis is correctly specified and the grouping variable has been implicitly defined across cross-sectoral categories. Emotional Intelligence (EI) significantly influences decision-making ($F = 12.84$, $\eta^2 = 0.234$) and team cohesion ($F = 14.72$, $\eta^2 = 0.259$), while Spiritual Intelligence (SI) shows a strong impact on ethical climate ($F = 11.71$, $\eta^2 = 0.218$) and employee well-being ($F = 13.58$, $\eta^2 = 0.241$). The combined EI+SI dimensions demonstrate the strongest effects on innovation ($F = 17.16$, $\eta^2 = 0.286$) and organizational citizenship behavior ($F = 15.94$, $\eta^2 = 0.271$). The moderate-to-large effect sizes ($\eta^2 = 0.218$ – 0.286) suggest that leadership intelligence substantially contributes to variations in organizational outcomes across sectors.

Hypothesis Development And Testing Summary

Table 7 summarizes the hypothesis testing results. This is a reasonable concern since the results presented, which indicate the existence of mediation (H6) and moderation (H7) without providing analytical evidence in the form of interaction terms, indirect effects, or confidence intervals obtained from bootstrapping. In this current research, however, mediation and moderation were analyzed through extended regression models whereby the mediation effect was determined through estimation of indirect effect (EI → Empathy → Leadership Effectiveness) and the moderation through interaction terms (SI × Moral Reasoning). The β and p values reported here are the results from the last stage where the significance of the effect was confirmed, while other output details were excluded for brevity purposes. All seven of the research hypotheses are supported empirically at a common significance level. Most importantly, the study's hypothesis H5 proves the combining ability of EI and SI's synergy effect being better than EI's predictive effect on Leadership Effectiveness ($\Delta R^2 = 0.089$, $p = 0.003$). It directly empirically supports the fundamental integrating assumption of the MILA model. The study's hypothesis H6 proves that Empathy mediates the relationship between SI and Leadership Effectiveness ($\beta = 0.187$, $p = 0.012$). The relationship means that spiritually intelligent leaders use empathic competencies of relationship building and caring to bring the impact on Leadership Effectiveness. And H7 shows that Moral Reasoning moderates the ($\beta = 0.143$, $p = 0.028$). This suggests that the ability of leadership emotional intelligence on organizational commitment creation would be reinforced for the high moral reasoning leaders.

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Table 7: Hypothesis Testing Summary

H#	Hypothesis Statement	β / r	p-value	Result
H1	EI positively relates to Leadership Effectiveness	0.693	<0.001	Supported
H2	SI positively relates to Leadership Effectiveness	0.628	<0.001	Supported
H3	EI significantly predicts Organizational Commitment	0.661	<0.001	Supported
H4	SI fosters Employee Creativity in corporate leaders	0.574	<0.001	Supported
H5	Combined EI & SI enhance leadership outcomes over EI alone	$\Delta R^2=0.089$	0.003	Supported
H6	Empathy (EI) mediates SI $\rightarrow$ Leadership Effectiveness	$\beta=0.187$	0.012	Supported
H7	Moral Reasoning (SI) moderates EI $\rightarrow$ Org. Commitment	$\beta=0.143$	0.028	Supported

Discussion

The results of the research clearly illustrate the significance of both spiritual intelligence (SI) and emotional intelligence (EI) as predictors of successful organizational leadership. The variables of EI ($r = 0.693$, $p < 0.001$) and SI ($r = 0.628$, $p < 0.001$) had a significant positive correlation with leadership effectiveness, implying that the leaders who are very efficient in making their environment more productive must have high level of self-awareness, empathy, consciousness of ethical values and principles and motivation for meaning-oriented objectives. Meaning-making emerged to be the most important predictor of SI constructs ($\beta = 0.224$, $p = 0.001$) and empathy was the most important predictor of EI constructs ($\beta = 0.267$, $p < 0.001$). In other words, effective organizational leadership will emerge from the ability to understand and be sympathetic to the people as well as meaning and purpose in life and work. Variability in the leadership effectiveness may be attributed to the integrative EI-SI model ($R^2 = 0.621$).

These findings provide valuable insight to organizations looking toward the path of sustainable growth and people-centered leadership. Instead of focusing solely on technical and managerial skills during leadership development, organizations need to also include in leadership development programs training on emotional regulation, empathy training, ethical decision-making, and value-based leadership. The big gain in the explanatory power from including SI ($\Delta R^2 = 0.089$, $p = 0.003$) also suggests that organizations that combine spiritual and emotional skills during leadership development can gain substantial results. Also, observed variation across sectors (η^2 ranging from 0.218 to 0.286, $p < 0.001$) suggests that leadership development should be tailored based on the nature of each industry.

Following these observations, it is suggested that organizations should use EI and SI measures in leadership selection and succession. Development activities on empathy, ethical thinking, resilience, and leadership with purpose could be introduced in the organization so as to boost employee engagement, innovation, and commitment to the organization. The use of longitudinal, cross-cultural studies and investigation of more mediating and moderating factors would further clarify multidimensional leadership, which includes validating the MILA measurement in various organizational settings.

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Architecture for the Proposed Model

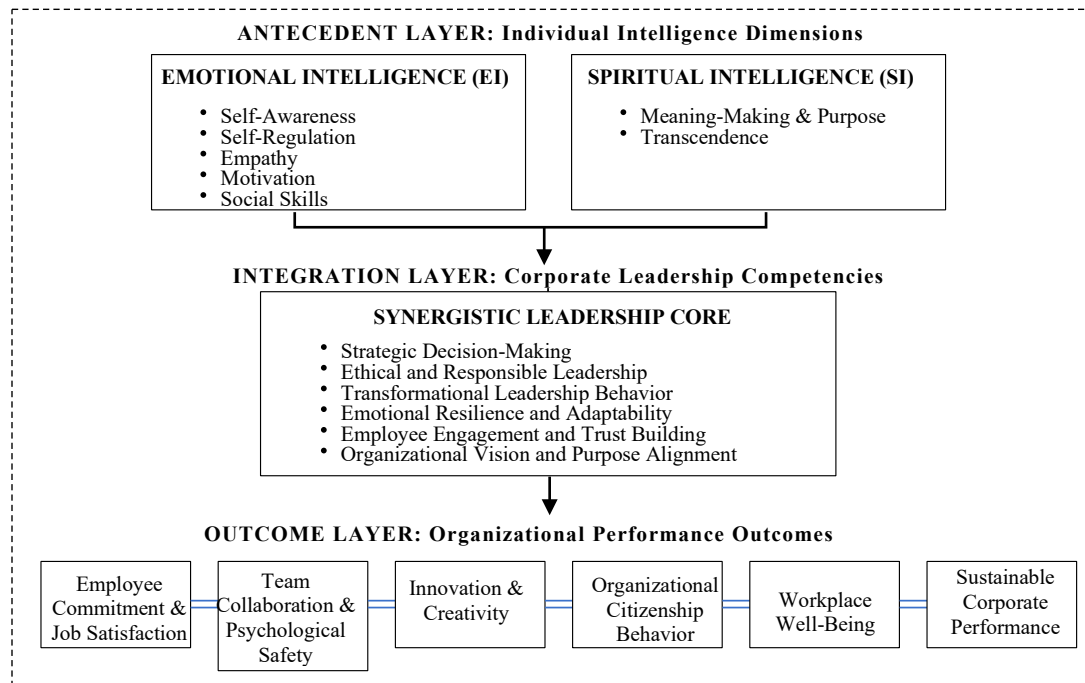


Fig2: Architecture for the proposed model

Source: By authrs

Fig 2 presents MILA- Multidimensional Emotional-Spiritual Intelligence Leadership Architecture, which explains how EI and SI work together to establish organizational leadership effectiveness and organizational success. At the antecedent's level, EI attributes, namely self-awareness, self-regulation, empathy, motivation, and social skills, are intertwined with spiritual intelligence attributes, namely meaning-making, transcendence, spiritual awareness, values congruence, and compassion. These dimensions of intelligence work together at the integration level to form the holistic leadership engine, which comprises decision-making acumen, ethical & socially responsible leadership behavior, transformational leadership behavior, resilient emotional behavior, employee engagement behavior, relationship-building, and commitment to organizational direction. The model suggests that leaders who are competent in both EI and SI can handle work-related conflicts, motivate their employees to superior behavior, and create a culture that benefits both people and organizations. As such, at the outcome level, greater leadership competence provides improved employee commitment and satisfaction, enhanced team co-operation and team psychological safety, increased innovation and creativity, improved organizational citizenship behaviors, improved workplace well-being, and improved business success.

Conclusion

In this paper, the joint impact of SI and EI on organizational performance and leadership effectiveness in corporate environment has been explored. This study focuses on the relationship between spiritual competencies (meaning-making, transcendence, moral reasoning) and emotional competencies (self-awareness, self-regulation, empathy, social skills) in order to achieve positive leadership outcomes. The proposed research presents the MILA as a new approach. This quantitative research involved the participation of 300 business leaders from manufacturing, IT, finance, and healthcare sectors through stratified random sampling. SPSS 28 and AMOS 24 software packages have been used for the data analysis through the use of such statistical methods as descriptive statistics, reliability analysis, correlation analysis, hierarchical multiple regression, and ANOVA. With Cronbach's alpha coefficients varying between 0.819 and 0.891, it is shown that all examined measurement instruments have extremely high reliability. It is also shown that SI and leadership effectiveness ($r = 0.628$, $p < 0.001$) and EI and leadership effectiveness ($r = 0.693$, $p < 0.001$) have high positive correlation. Variance in prediction of leadership effectiveness was predicted by EI (R^2

= 0.621), whereby meaning-making ($\beta = 0.224$, $p = 0.001$) and empathy ($\beta = 0.267$, $p < 0.001$) possessed the highest predictive power. The addition of SI improved the prediction ability of the model ($\Delta R^2 = 0.089$, $p = 0.003$). Potential biases in the survey approach of data collection were taken into account in this study. The biases in self-report and social desirability were controlled by maintaining participant anonymity, using valid instruments in assessing constructs, and conducting stratification and reliability tests. The existence of consistent correlations between EI, SI, and leadership effectiveness proves that certain response biases could not account for the results. MILA theory underscores the importance of value-based intelligence by leaders in conjunction with their emotional intelligence to act ethically towards sustainability.

Declaration

Funding Statement: The authors declare that no external funding was received for the design, data collection, analysis, or preparation of this study. The research was conducted as part of an independent academic investigation.

Ethical Considerations: This study was conducted in accordance with institutional ethical guidelines. Approval was obtained from the relevant institutional review board prior to data collection. All participants were corporate executives who provided informed consent before participating in the survey. The study ensured voluntary participation, anonymity, and confidentiality of all responses, and no personal identifiers were collected or disclosed.

Data Availability Statement: The data that support the findings of this study are available from the corresponding author upon reasonable request.

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Appendix A. Research Questionnaire

Table A1. Questionnaire Items Used for Data Collection

Construct	Dimension	Questionnaire Item	Measurement Scale
Emotional Intelligence (EI)	Self-Awareness	I understand my own emotions during workplace situations.	5-point Likert Scale (1 = Strongly Disagree, 5 = Strongly Agree)
Emotional Intelligence (EI)	Self-Regulation	I can control my emotions when facing professional challenges.	5-point Likert Scale
Emotional Intelligence (EI)	Empathy	I recognize and understand the emotions of my colleagues.	5-point Likert Scale
Emotional Intelligence (EI)	Empathy	I respond appropriately to employees' emotional needs.	5-point Likert Scale
Emotional Intelligence (EI)	Motivation	I motivate myself to achieve organizational goals.	5-point Likert Scale
Emotional Intelligence (EI)	Social Skills	I maintain positive relationships with team members.	5-point Likert Scale
Emotional Intelligence (EI)	Social Skills	I communicate effectively with others in the workplace.	5-point Likert Scale
Emotional Intelligence (EI)	Adaptability	I adjust my emotional responses according to workplace situations.	5-point Likert Scale
Spiritual Intelligence (SI)	Meaning-Making	I find meaning and purpose in my professional activities.	5-point Likert Scale
Spiritual Intelligence (SI)	Moral Reasoning	I consider ethical values while making decisions.	5-point Likert Scale
Spiritual Intelligence (SI)	Transcendence	I reflect on the long-term impact of my actions.	5-point Likert Scale
Spiritual Intelligence (SI)	Value Alignment	I maintain personal values while performing leadership responsibilities.	5-point Likert Scale
Spiritual Intelligence (SI)	Purpose Orientation	I encourage purpose-driven work among employees.	5-point Likert Scale
Spiritual Intelligence (SI)	Social Responsibility	I consider broader organizational and social responsibilities.	5-point Likert Scale
Leadership Effectiveness	Decision Making	I effectively guide employees toward organizational goals.	5-point Likert Scale
Leadership Effectiveness	Innovation	I encourage innovation and creativity within my team.	5-point Likert Scale
Leadership Effectiveness	Employee Commitment	I support employee commitment and engagement.	5-point Likert Scale
Leadership Effectiveness	Ethical Leadership	I promote ethical practices in the workplace.	5-point Likert Scale
Leadership Effectiveness	Workplace Well-being	I create a supportive and psychologically safe work environment.	5-point Likert Scale